



SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

Meeting to be held in Civic Hall, Leeds, LS1 1UR on
Monday, 24th July, 2017 at 10.30 am

(A pre-meeting will take place for ALL Members of the Board at 10.00 a.m.)

MEMBERSHIP

Councillors

B Anderson (Chair) Adel and Wharfedale;
J Bentley Weetwood;
A Blackburn Farnley and Wortley;
K Bruce Rothwell;
D Collins Horsforth;
A Gabriel Beeston and Holbeck;
P Grahame Cross Gates and Whinmoor;
G Harper Hyde Park and Woodhouse;
A Khan Burmantofts and Richmond Hill;
M Lyons Temple Newsam;
K Ritchie Bramley and Stanningley;
G Wilkinson Wetherby;

Please note: Certain or all items on this agenda may be recorded

Principal Scrutiny Adviser:
Angela Brogden
Tel: (0113) 37 88661

Produced on Recycled Paper

A G E N D A

Item No	Ward/Equal Opportunities	Item Not Open		Page No
1			<p>APPEALS AGAINST REFUSAL OF INSPECTION OF DOCUMENTS</p> <p>To consider any appeals in accordance with Procedure Rule 25* of the Access to Information Procedure Rules (in the event of an Appeal the press and public will be excluded).</p> <p>(* In accordance with Procedure Rule 25, notice of an appeal must be received in writing by the Head of Governance Services at least 24 hours before the meeting).</p>	
2			<p>EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC</p> <ol style="list-style-type: none"> 1. To highlight reports or appendices which officers have identified as containing exempt information, and where officers consider that the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons outlined in the report. 2. To consider whether or not to accept the officers recommendation in respect of the above information. 3. If so, to formally pass the following resolution:- <p>RESOLVED – That the press and public be excluded from the meeting during consideration of the following parts of the agenda designated as containing exempt information on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information, as follows:</p> <p>No exempt items have been identified.</p>	

3

LATE ITEMS

To identify items which have been admitted to the agenda by the Chair for consideration.

(The special circumstances shall be specified in the minutes.)

4

DECLARATION OF DISCLOSABLE PECUNIARY INTERESTS

To disclose or draw attention to any disclosable pecuniary interests for the purposes of Section 31 of the Localism Act 2011 and paragraphs 13-16 of the Members' Code of Conduct.

5

APOLOGIES FOR ABSENCE AND NOTIFICATION OF SUBSTITUTES

To receive any apologies for absence and notification of substitutes.

6

MINUTES - 26TH JUNE 2017

1 - 4

To approve as a correct record the minutes of the meeting held on Monday 26th June 2017.

7

AIR QUALITY IN LEEDS - CONSULTATION PREPARATIONS

To receive a report from the Director of Resources and Housing on the preparations for wider public consultation surrounding potential air quality measures for Leeds.

(To follow)

8

PERFORMANCE REPORT

5 - 34

To receive a report from the Directors of Resources & Housing and Communities & Environment presenting a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Environment, Housing and Communities Scrutiny Board.

9		<p>SAFER LEEDS PLAN 2017/18</p> <p>To receive a report from the Director of Resources and Housing presenting the refreshed Safer Leeds Plan 2017/18 for the Board’s consideration.</p>	35 - 44
10		<p>SCRUTINY INQUIRY INTO REDUCING REPEAT CUSTOMER CONTACT - FORMAL RESPONSE</p> <p>To receive a report from the Head of Governance and Scrutiny Support presenting the formal response to the recommendations arising from the Scrutiny Inquiry into reducing repeat customer contact.</p>	45 - 56
11		<p>WORK SCHEDULE</p> <p>To consider the Scrutiny Board’s work schedule for the 2017/18 municipal year.</p>	57 - 78
12		<p>DATE AND TIME OF NEXT MEETING</p> <p>Monday, 11th September 2017 at 10.30 am (pre-meeting for all Board Members at 10.00 am)</p> <p>THIRD PARTY RECORDING</p> <p>Recording of this meeting is allowed to enable those not present to see or hear the proceedings either as they take place (or later) and to enable the reporting of those proceedings. A copy of the recording protocol is available from the contacts on the front of this agenda.</p> <p>Use of Recordings by Third Parties – code of practice</p> <ul style="list-style-type: none"> a) Any published recording should be accompanied by a statement of when and where the recording was made, the context of the discussion that took place, and a clear identification of the main speakers and their role or title. b) Those making recordings must not edit the recording in a way that could lead to misinterpretation or misrepresentation of the proceedings or comments made by attendees. In particular there should be no internal editing of published extracts; recordings may start at any point and end at any point but the material between those points must be complete. 	

SCRUTINY BOARD (ENVIRONMENT, HOUSING AND COMMUNITIES)

MONDAY, 26TH JUNE, 2017

PRESENT: Councillor B Anderson in the Chair

Councillors J Bentley, K Bruce, D Collins,
A Gabriel, P Grahame, G Harper, J Jarosz,
M Lyons, K Ritchie and G Wilkinson

1 Late Items

There were no late items.

2 Declaration of Disclosable Pecuniary Interests

There were no disclosable pecuniary interests declared to the meeting.

3 Apologies for Absence and Notification of Substitutes

Apologies for absence were submitted by Councillors A Blackburn and A Khan. Notification had been received that Councillor J Jarosz was to substitute for Councillor A Khan.

4 Minutes - 10th April and 23rd May 2017

In relation to the Environment and Housing Scrutiny Board meeting on 23rd May 2017, it was agreed that clarification would be sought regarding the attendance of a particular Board Member so that this could be accurately reflected within the minute.

RESOLVED – That, subject to the above clarification being sought and reflected accordingly, the minutes of the meetings held on 10th April and 23rd May 2017 be approved as a correct record.

5 Scrutiny Board Terms of Reference

The report of the Head of Governance and Scrutiny Support presented the terms of reference for the Environment, Housing and Communities Scrutiny Board for Members' information.

RESOLVED – That the report be noted.

6 Crime and Disorder Scrutiny

The report of the Head of Governance and Scrutiny Support informed the Board of its role as the Council's Crime and Disorder Committee and included the Protocol between Scrutiny and the Community Safety Partnership in

Draft minutes to be approved at the meeting
to be held on Monday, 24th July, 2017

Leeds.

The report also made reference to the 'Principles for Engagement' document developed by the West Yorkshire Police and Crime Panel in liaison with the five local Crime and Disorder Scrutiny Committees. This was also attached for Members' information.

In acknowledging the Board's Crime and Disorder role, Members agreed to send an invitation to the West Yorkshire Police and Crime Commissioner to attend a future meeting of the Board.

RESOLVED –

- (a) That the report be noted
- (b) That an invitation be sent to the Police and Crime Commissioner to attend a future meeting of the Scrutiny Board.

7 Co-opted Members

The report of the Head of Governance and Scrutiny Support sought the Board's formal consideration for the appointment of co-opted members.

The Board was informed that they could appoint the following:

- Up to five non-voting co-opted members for a term of office that does not go beyond the next Annual Meeting of the Council; and/or
- Up to two non-voting co-opted members for a term of office that relates to the duration of a particular and specific scrutiny inquiry.

RESOLVED – The Board agreed to consider the appointment of co-opted members on an ad-hoc basis for any inquiries where it was deemed appropriate.

8 Sources of work for the scrutiny board

The report of the Head of Governance and Scrutiny Support provided information and guidance on potential sources of work and areas of priority within the Board's terms of reference.

The following were in attendance for this item and invited to share their views around potential areas of work for the Scrutiny Board this year:

- Councillor Lucinda Yeadon, Executive Member for Environment and Sustainability
- Councillor Debra Coupar, Executive Member for communities
- James Rogers, Director of Communities and Environment
- Simon Costigan, Chief Officer Property and Contracts
- Jill Wildman, Chief Officer Housing Management
- Polly Cook, Executive Programme Manager, Strategy and Resources

Members of the Scrutiny Board also shared their views on potential areas of

work.

In summary, the following key areas were raised:

- Improving Air Quality in Leeds
- Roll out of the Community Hubs programme
- Future provision of CCTV
- Migration in Leeds
- Review of Housing Advisory Panels
- Refuse collection rerouting
- Peckfield Landfill Site and the broader regulatory issues
- Private Rented Sector Housing
- Safer Leeds Strategic Planning
- Locality Working review;
- Achieving Leeds Quality Park Standards for all community parks
- Increasing recycling
- Multi-storey improvement review
- Horticultural maintenance of cemeteries

During the meeting, there was a particular discussion surrounding Leeds' response to the Grenfell tragedy, with an update provided by the Chief Officer Property and Contracts on the specific fire safety testing work and other associated measures linked to the Council's own high rise blocks. The Board also discussed the engagement work with tenants in terms of providing them with reassurance. The Board emphasised the importance of keeping Elected Members informed of progress in this regard too.

In terms of undertaking further scrutiny of this matter, the Board learned that the Strategy and Resources Scrutiny Board and the Infrastructure and Investment Scrutiny Board had also expressed an interest in undertaking further scrutiny on this matter in line with their own specific remits. During the meeting, the Chair of the Strategy and Resources Scrutiny Board, Councillor Pauleen Grahame, explained that a meeting was being planned to consider the scope of the work being undertaken by the Strategy and Resources Scrutiny Board. In view of this, the Board agreed that should the Strategy and Resources Scrutiny Board take the lead role on this matter, then the other respective Chairs or their nominated Scrutiny Board representatives should also be invited to contribute to that piece of work. It was also suggested that the findings of that work be reported back to the three respective Scrutiny Boards for information.

RESOVLED – That the report and discussion be noted and used to help inform the Board's work schedule for the forthcoming municipal year.

9 Work Schedule

The report of the Head of Governance and Scrutiny Support presented the draft work schedule for the forthcoming municipal year. This included the traditional items of Scrutiny work which involves performance monitoring,

recommendation tracking and Budget and Policy Framework Plans.

The Principal Scrutiny Adviser was requested to work with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year.

The Chair informed the Board that he would also be attending a meeting of the Tenant Scrutiny Board on 9th August 2017 to discuss their respective work programme for the year.

RESOLVED - That the Principal Scrutiny Adviser works with the Chair to incorporate the areas of work agreed by the Scrutiny Board into its work schedule for the forthcoming year.

10 Date and Time of Next Meeting

Monday, 24th July 2017 at 10.30 am (pre-meeting for all Board Members at 10.00 am)



Report author: Emma Kamillo-Price
/ Anne McMaster
Tel: 86946 / 89038

Report of the Directors of Resources & Housing and Communities & Environment

Report to Environment, Housing and Communities Scrutiny Board

Date: 24 July 2017

Subject: Performance Report

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. This report provides a summary of performance against the strategic priorities for the council and city and other performance areas relevant to the Environment, Housing and Communities Scrutiny Board.

Recommendations

2. Members are recommended to
 - Note the most recent performance information in this report and Appendices 1 – 3 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

1 Purpose of this report

- 1.1 This report presents a summary of the most recent performance data, and provides an update on progress in delivering the relevant priorities in the Best Council Plan 2015 – 20.

2 Background information

- 2.1 Members will note that the Best Council Plan (BCP) sets out the Council's key objectives and priorities. This report provides an overview of the relevant Environment, Housing and Communities performance relating to this plan, enabling the Scrutiny Board to consider and challenge the council's performance.
- 2.2 This report includes three Appendices showing a summary of the most recent performance information relevant to the Environment, Housing and Communities Scrutiny Board.

3 Main issues

- 3.1 Appendix 1 shows the most recent performance data relating to Housing priorities. Members will see that some of the indicators are designed to track trends rather than report against specific targets, and for these reasons the trend indicators have not been rated. Appendix 2 relates to Community Safety and Appendix 3 relates to Waste and Environmental priorities. Members will note that there is no appendix in relation to Communities priorities and all information relating to these priorities is contained in the main body of this report. The main performance issues arising from these progress reports are given below:

3.2 *Housing (Appendix 1)*

- 3.2.1 Members' attention are drawn to the following performance areas:

- Empty Properties

The 5 year Net Reduction Target of 2,000 fewer long term empty homes at the end of March 2017 has been met. The target figure for the end of March 2017 was 3,777 private sector properties that have been empty for longer than 6 months. The actual March figure stood at 3,340.

The agreed revised "Net Reduction" target for the coming year is to maintain this figure of 3,777. At the end of May 2017 the figure was 3,256, representing a net reduction against target of 521.

This figure has a tendency to fluctuate throughout the year and can go up or down.

- Homeless Preventions

A homeless prevention is defined as being an intervention on the part of the Council to help a household who is threatened with homelessness to stay in their existing home or to make a planned move to alternative long-term housing before they become homeless. Maximising homeless prevention is the key performance measure for the Leeds Housing Options Service. In 2016/17 the service managed to prevent homelessness in 5,982 out of 7,169 cases – equating to 84% prevention rate. A target of a minimum of 6000 homeless preventions has been set for 2017/18.

In May 2017, 571 out of 713 cases closed at Leeds Housing Options resulted in a homeless prevention (80% prevention rate). This means there have been 1,157 homeless preventions since April 2017 with a straight line forecast of 6,942 preventions for 2017/18 and to maintain performance in the 80th percentile.

The Homelessness Reduction Act is due to come into force on 1st April 2018. This will include new duties to prevent homelessness (for people threatened with homelessness) and relieve homelessness (for people who are homeless) as a precursor to assessing whether a housing duty is owed. Authorities will be obliged to develop a personalised housing plan setting out the prevention / relief options. Authorities will be able to end a duty if an applicant is not engaging in the process. Housing Leeds is confident that the Act formalises in law practice that is already firmly embedded in Leeds.

- Homeless Acceptances

There were 42 homeless acceptances in April 2017 and 34 in May. A homeless acceptance is a decision whereby an applicant is found to be eligible for assistance, unintentionally homeless and in priority need and a temporary accommodation is owed pending longer-term re-housing.

- Temporary Accommodation

There were 83 households in emergency temporary accommodation on 31 March 2017 with 64 of those being statutorily homeless. Figures for April and May are as follows:

- 30th April: 81 households (59 statutorily homeless).
- 31st May 60 households (41 statutorily homeless).

- Unauthorised Encampments

From December 2016 to May 2017 there have been 39 encampments (17 on LCC land and 22 on private land). A group of Travellers from the Blackpool area ranging in size from 5 to 23 caravans encamped on 13 occasions in Leeds in total with 9 of those being in LS14 (Seacroft). There have been 3 new encampments in June.

Section 61 has been not been used from December 2016 to May 2017 with existing orders on land used on 2 occasions (If registration numbers can be linked from a site that has an existing Court order on within a 3 month period with the Travellers moving back onto the land they can be moved quickly).

- Adaptations

% of housing adaptations completed within target timescale by month		
	Private	Council
March 2017	96%	87%
April 2017	97%	97%
May 2017	93%	93%

The performance targets are a maximum of 70 days for urgent adaptation cases and 182 days for non-urgent cases. The measure is from date of case receipt from social care to date of practical completion with sub-targets set for Health and Housing to design the scheme and LBS / external contractors to deliver the work. Performance has significantly improved since September 2016 when the assessment / design

service was fully transferred to Health and Housing. Prior to September performance was in the 50th percentile. The aim is now to get consistently within the 95-100% bracket. Performance relates to standard jobs and exceptional works, such as extensions, are not included because there are many variables, such as planning applications that are outside the control of the Health and Housing service. However, the service intends to introduce individualised performance targets for such schemes.

- % Capital Programme Spend

Housing Leeds actual spend and commitments to period 3 is £17.9m, representing 26% of the revised available £70m resources.

The planned works programme is projected to outturn at an estimated £52.3m with spend and commitments to period 3 of £11.1m representing 21.2% of the available resources. The responsive works programme is projected to outturn at £15.5 with spend and commitments at period 3 of £6m representing 39% of the available resources. The environmental improvement programme spend to period 3 is £0.8m of the available resources in year of £2.2m representing 36% of the available resources.

The HRA Capital resources statement for the 10 year financial plan has been updated taking into account the 2016/17 outturn. The latest funding estimates on the future 10 year's programmes 2017/18 - 2026/27 are circa £784m which will be subject to yearly updates to the HRA business plan.

- Rent Collection

Housing Leeds achieved a year end rent collection performance figure of 97.43%. This was an improvement on the previous year's figure of 97.24%. This represents a really positive out turn when taking into account a number of factors;

- Increasing numbers of tenants moving onto Universal Credit – 981 tenants have claimed Universal Credit since February 2016.
- Numbers of families affected by the Benefit Cap increased in January from 74 to 381.
- Numbers of tenants claiming Housing Benefit has reduced meaning Housing Leeds had to physically collect an additional £2.8m in rent last year.

Rent arrears have reduced over the last financial year from £6.13m in March 2016 to £5.58m in March 2017. This was the lowest amount of arrears at year end for the last 2 years. Rent arrears have increased slightly between year-end and May which is due in part to the monthly direct debit cycle. Monthly Direct Debit payers had a slight credit on their accounts at year end but have a small arrears balance on them at the end of May. It is worth noting that in May 2016 the amount of rent arrears stood at £6.19m so they are significantly lower this year.

The improvement in rent collection and reduction in arrears is due to a number of factors including;

- A successful year end arrears campaign including dedicated themed weeks of activity for staff to follow.
- Regular Arrears Challenge events taking place with the Chief Officer reviewing teams' performance and improvement plans.
- Housing office teams have implemented a robust performance management framework down to patch level, with recovery plans in place for any patches with lower levels of performance.

- Further promotion and publicising of Direct Debit to move more tenants onto the most convenient and cost effective payment method. The number of tenants paying by Direct Debit has increased over the year by 4% and now 36.6% of tenants with a charge to pay, pay by Direct Debit.
- The Enhanced Income Service contacting and providing support to all tenants newly affected by Welfare Reform changes including contacting all families affected by the revised Benefit Cap.

Housing Leeds will continue to utilise the good practice used in 2016/17 to improve rent collection throughout 2017/18. The Chief Officer has held the first Arrears Challenge events in April 2017 and new challenging targets are being set for offices this year. The robust performance management frameworks used last year will continue throughout this year. The Income Service has produced a revised Service Improvement Plan for 2017/18 and key themed campaigns have been planned up until March 2018. This includes undertaking increased levels of financial inclusion work and activity against Loan Sharks.

Arrears due to Under Occupation continue to decrease. The number of tenants affected by Under Occupation has been gradually reducing and over the last 12 months from 4,974 in March 16 to 4,655 in March 17. There continues to be approx. 300 tenants per month who are newly affected by Under Occupation as household compositions change. Housing Leeds are contacting those tenants and arranging a home visit if required and a range of support measures are offered including;

- Assistance with downsizing through the Leeds Homes Register or via a mutual exchange
- Budgeting Support and Debt Advice through partner agencies in house and through partner agencies.
- Benefit advice and applying for Discretionary Housing Payment
- Fuel switch and utility grants
- Help finding employment and voluntary work

Housing Leeds are continuing to provide an enhanced level of support to all tenants affected by Welfare Reform including Universal Credit and the revised Benefit Cap.

- Rent Payment Methods

May 2017 (YTD):

Payment Method	Number	%	Value	%
Cash	66,251	37.60%	4,915,894.41	27.94%
Direct Debit	65,689	37.28%	7,152,782.93	40.66%
Internet / Automated	29,361	16.66%	3,467,416.11	19.71%
Telephone	9,144	5.19%	1,501,412.45	8.53%
Other	5,753	3.27%	554,880.36	3.15%

The above table details the total amount of rent payment transactions made by tenants via the different payment methods. There has been a slight reduction in cash transactions over the last 6 months with more payments being received by Direct Debit. (The table does not show the number of tenants paying by Direct Debit). Housing Leeds have continued to promote and encourage payment by Direct Debit to tenants both when signing up a new tenancy and during communications regarding rent arrears. The amount of tenants paying by Direct Debit has continued to increase over the last 12 months with over 36.6% of tenants with a charge to pay now paying

by Direct Debit. Specific targeted Direct Debit take up campaigns will be undertaken throughout the year to further promote the most convenient and cost effective rent payment method.

- Annual Home Visits (AHV)

% of Annual Home Visits completed (Up to year-end 2016/17):

	Jan	Feb	Mar
2015/16	91.05%	95.26%	97.84%
2016/17	92.95%	94.60%	95.92%
16/17 Target	100%	100%	100%

During 2016/17, almost 96% of council tenants received an Annual Home Visit. Based on the visits completed, some of the key outcomes are as follows:

- 9% of tenants don't have a bank account that allows direct debits (a reduction of 2% on last year due to work to support tenants access affordable banking via Leeds City Credit Union). We are using this information to undertake some more analysis, to understand the reasons for this and help us to do some focused work with tenants to understand the reasons for this and how we can promote
- 33% of tenants don't have access to the internet at home (a reduction of 5% on last year).
- 32% of tenants are not confident that they could manage a benefit claim on-line (a reduction of 6% on last year).
- 1,558 tenants identified that they needed help with budgeting. For these tenants we make a referral to Leeds City Credit Union for additional budgeting support.
- We have discussed waste and recycling with 28,568 tenants during the AHV.
- 6% of tenants identified outstanding repairs during the AHV. These repairs are picked up by housing staff to ensure that repairs are completed. These "outstanding repairs" will include repairs which have yet to be completed but are not actually outstanding in terms of agreed timescales.
- Over 99% of properties are identified as being in fair or good internal condition.
- We made 2,441 referrals to West Yorkshire Fire Service for smoke detection equipment to be installed.
- We made 76 referrals for suspected tenancy fraud.
- We made 556 referrals for additional support for tenants.

As part of the 2016 STAR Survey, 69% of tenants reported that they found the AHV Visit useful. We have now reviewed the AHV content and process for 2017/18 and made some improvements to the form, including the introduction of some additional questions for general needs tenants over 75 to identify issues with social isolation and support needs around managing household tasks, personal care and access to services. Staff also received further training, focusing on improving the quality of conversations held with tenants. We will continue to evaluate AHV outcomes during 2017/18.

- Repairs Completed Within Target

The RR2 target measures the percentage of jobs that are completed within timescale. The citywide result for May 2017 is 95.47% of jobs completed against a 99% target. Mears performance in the South and West contract areas has exceeded target with results of 99.06% and 99.23% respectively and 100% for BITMO. Leeds Building

Services (LBS) performance stands at 90.39% of repairs completed within target which is below target.

Following the introduction of new ways of working to the former Construction Services side of LBS in 2016/17, which had a significant impact on performance, a plan is in place to roll out these ways of working across the full housing repairs service within LBS as part of their transformational change programme. It is anticipated that these new ways of working will have a marked improvement on the overall performance of LBS. In addition to these new ways of working, it is anticipated that the implementation of the Total Mobile system will deal with delays in the LBS timesheet entry process which is a key area of underperformance, rather than actual service delivery.

RR2 - Completed Within Target	Total Number of Jobs	Total Number of Jobs Met Target	%
City	15337	14642	95.47%
BITMO	468	468	100.00%
East (Leeds Building Services)	6504	5879	90.39%
South (Mears)	3284	3253	99.06%
West (Mears)	5081	5042	99.23%
Mears South and West Combined	8365	8295	99.16%

Please see below breakdown according to the priority of repair:

Priority Breakdown Information - City	Total Number of Jobs	Total Number of Jobs Met Target	%
Emergency - 24 Hours	3318	3169	95.51%
Priority - 3 working days	2105	1956	92.92%
General - 20 working days	9410	9096	96.66%
60 Working Days	1021	906	88.74%

Members may also wish to note performance against the 'Repairs Right First Time' indicator which measures jobs completed on the first visit. The citywide result for May 2017 has exceeded the 90.50% target with a result of 93.83% (10,941 repairs out of 11,660) being completed the same day. Each contract area BITMO (98.21%), East (98.60%), South (91.49%) and West (91.78%) has exceeded the target within the overall citywide performance.

RR1 - Right First Time	Total Number of Jobs	Total Number of Jobs Met Target	%
City	11660	10941	93.83%
BITMO	448	440	98.21%
East (Leeds Building Services)	3221	3176	98.60%
South (Mears)	3149	2881	91.49%
West (Mears)	4842	4444	91.78%
Mears South and West Combined	7991	7325	91.67%

- Housing Tenants (STAR) Survey 2016:

In winter 2016, a survey to understand tenants' priorities and perceptions of the services they receive was sent by post and by email/web to a representative sample of around 15,000 tenants.

In general the survey results showed a mixed picture, with many key indicators maintaining levels of satisfaction from the previous survey which took place in 2014. The key question - overall satisfaction with services – remained constant at 76%.

Areas of increased satisfaction included:

- That your landlord treats you fairly (+4%, 72%);
- Heating and insulation is good at keeping your home warm in winter (+7%, 63%);
- Advice and support on managing finances and paying rent / service charges (+3%, 66%).

Areas showing decreased satisfaction included:

- Neighbourhood as a place to live (-4%, 72%);
- Landlord has a good reputation (-3%, 57%);
- Some indicators from the East of the city, for example: overall satisfaction, repairs and maintenance, and dealing with enquiries.

- Re-let Days

The EP1 Key to key target covers the period inclusive of tenancy termination, repairs, lettings and tenancy sign up. The target is 30 days and covers the South and West areas (through Mears) and the East area (through Leeds Building Services (LBS)). At the end of May 2017, Citywide re-let days stand at 36.81 compared to the 2016/17 year-end figure of 28.1 days.

This dip in performance is attributed to two main factors:

- The time taken to complete repairs in void properties in the East area is not currently commensurate with that in the South and West areas of the city. In response to this, the voids team have commenced a piece of work to roll out a city wide approach to managing voids. This has focussed on working collaboratively with LBS to introduce a series of processes and monitoring systems currently utilised by Mears which enables them to successfully meet performance targets in the South and West areas of the city. It is anticipated that once embedded, performance in the East area will improve. This additional activity with the voids service is currently being delivered within existing staffing resources, it will remain closely monitored to ensure there is no adverse impact on the quality of service delivery in the South and West areas.
- There have been some teething problems with a utility switching initiative between LCC and White Rose Energy (WRE). This was initially piloted in some post code areas and has been extended to cover all areas of the city since January 2017. The level of staffing resource required to undertake this activity was underestimated at the point that the pilot became city wide by all parties. Whilst the contract management responsibility sits with PPPU it relies on the voids team to undertake the front facing activity necessary to enable new tenants to switch to WRE and thereby benefit from competitive tariffs. Under previous arrangements, contact with energy companies was limited to resolving debt issues, it has now been extended to include meter swapping which has elongated the process including availability of appointments by WRE and their sub-contractors. Alongside WRE underestimating the level of sub-contractor

resource required there have been some issues with information exchange between the various parties. There is a plan in place to rectify these issues which is closely monitored through PPPU. In order to mitigate risks to the City Council and to our tenants it is also recognised that additional front facing support is required within the voids team and as such a report has been submitted to request an additional administration resource.

- Lettable Void Properties

Overall the number of lettable voids and the number of voids in works at the end of May 2017 stands at 438 voids (+ 41 new build, buy backs and major refurbishments which will be discounted once re-let). Voids (excluding new build, buy backs and major refurbishments) account for 0.78% of the total LCC stock and the percentage rent loss from voids is 0.80%.

- Under Occupation

A count of all under occupation cases stands at 4,582 at April 2017. This is 73 cases lower than the March 2017 figure. The number of these cases owing arrears stands at 2,230 (48.7% - slightly above the March figure of 46.3%).

3.3 **Community Safety (Appendix 2)**

3.3.1 Members' attention are drawn to the following performance areas (please note further detail is provided in Appendix 2):

- Serious Acquisitive Crime

The 12 month Serious Acquisitive Crime population rate is 21.4%, an increase from 19.4% in the previous period. 16,081 offences grouped as Serious Acquisitive Crime were recorded in Leeds in the 12 months to May 2017.

The volume of Serious Acquisitive Crime has increased by 10% within 12 months. This is linked to changes to national coding for Burglary offences and to increases in reporting of Motor Vehicle offences.

The following performance figures are classed as provisional and do not represent official data, provided by the Home Office – the changes to national coding for burglary offences means this data may be subject to change:

- Residential Burglary (7,514 offences)
- Theft from a Motor Vehicle (5,496 offences)
- Theft of Motor Vehicle (1,931 offences)

- Anti-Social Behaviour

Nuisance incidents reported to Police in Leeds have increased by 15% in the 12 months to May 2017; 18,327 incidents were reported in the period.

Anti-social behaviour reported to Police in Leeds is predominantly youth nuisance, and this typically increases in warmer months or during school holidays, (36.8% of all nuisance in 12 months). The proportion of motorcycle nuisance remains low, but has increased to 14.1% of all nuisance incidents.

Safer Leeds have established an ASB Early Intervention Team (May 2017) which sees police officers working alongside council officers, triaging and addressing all

instances of anti-social behaviour reported to the police and the council, on a daily basis. This new team assesses each call for vulnerability and seeks to make direct contact with callers (assessed as 'high' 'medium' or 'standard' risk) to gain a deeper understanding of the issues being raised before creating a problem-solving occurrence, where appropriate. The team then task out actions to the appropriate services, which could be the local Neighbourhood Policing Team, ASB Link Officer, or Housing Leeds for example to respond accordingly.

- Domestic Violence

The volume of domestic incidents reported to Police in Leeds increased by 11% in the 12 months to May 2017; 19,063 domestic incidents were reported with repeat victim rate was 43.0%.

The 12 month victim self-reporting rate was 27.2%, and this is as an indication of victim confidence to report domestic abuse.

The Safer Leeds DV team received British Medical Journal nomination (May 2017) for an award in respect of a pilot scheme with GP practices (routine enquiry) where patients are routinely asked if they have ever suffered domestic abuse. This new approach has been well received by both doctors and patients alike and plans are in place to roll this out across Leeds.

A drive to engage private businesses in the domestic violence agenda has resulted in two large private companies attaining the Leeds Domestic Violence Quality Mark ~ this is used to quality assure and attain minimum standards in responses to domestic violence.

Leeds led on a bid to the DCLG (secured funding of £463k) to deliver a West Yorkshire wide programme of work to improve responses to victims of domestic violence where complex issues and multiple disadvantages restrict access to help. A team of specialist staff is being established to embed specialist support as well as developing better referral pathways and protocols to improve joint working.

3.4 **Waste and Environment (Appendix 3)**

3.4.1 Members' attention are drawn to the following performance areas (please note further detail is provided in Appendix 2):

- Missed Bins

Overall missed bins (per 100,000) stands at 53.68 at Period 2 (ending 21st May 2017) which compares with 58.88 for period 2 in 2016/17.

- Recycling (Draft figures – subject to final verification)

The Council recycled 38.5% of household waste in 2016/17 which is a small increase over the previous year but still 4.9% less than target.

The kerbside recycling tonnes (recycling collected through the green, brown and food waste collection services) continues to increase, being 2.5% higher than last year and 0.6% above target. Garden waste is a significant contributor to this increase although the level of garden waste produced each year can be significantly affected by the weather conditions.

All Kerbside residual waste is now delivered to the RERF, with a contractual commitment that 10% of incoming waste will be recycled at the front end of the

process each year. This material should be extracted by the mechanical pre-treatment (MPT) facility which removed paper and card, plastics, ferrous and non-ferrous metals. The MPT has suffered a series of mechanical problems and issues with securing markets for materials which Veolia have been working with the Council to resolve. This has contributed significantly to the overall reduction in the recycling rate when compared to target, representing 4.1% of the 4.9% reduction.

- Landfill (*Draft figures – subject to final verification*)

The total household waste figure includes waste arising from various sources including kerbside black bins, Household Waste Sites, Bulky Household collections, street cleansing and non-recyclable green bin waste removed at the MRF.

Total household waste was 314,602 tonnes, which is 5,439 (1.8%) higher than last year and 5,859 (1.9%) above target. 178,601 tonnes were incinerated, 121,215 recycled and 14,787 landfilled which equates to only 4.7% of domestic waste being landfilled.

The actual landfilled tonnage is 14,787, compared to the target of 16,983. This is primarily due to a higher proportion of residual waste being sent for energy recovery than forecast.

- Grounds Maintenance

Continental commenced mowing on March 6th 2017 following a significant investment in mowing machinery that has seen around £0.5m of new equipment deployed in Leeds. The equipment includes cutting head attachments that produce a finer cut and reduce the amount of overspill of grass to adjacent hard surfaces as well as four wheel drive mowers that provides greater access and reduces damage to surfaces. Monitoring activity by the grounds maintenance team during the early part of the mowing season focused on quality of cut and addressing problems, rather than cut interval, to allow Continental to take an appropriate amount of time to cut the assets given the circumstances. These preventative measures have meant that assets have been managed well with minimal damage caused.

During the winter of 2016/17 a three year programme of shrub bed mulching was completed thus improve the visual appearance of beds and reducing the use of herbicides to control weed growth. The mulch was generated using recycling green waste mostly from forestry operations across the city.

In line with a reduction of £90k in the budget agreed at full council in February 2017, high speed arterial routes which require traffic management arrangements each time a cut is made have been generally reduced from 6 cuts each year to 3 cuts. Traffic management is costly as it involves putting out traffic cones and closing lanes to meet legislation and enable safe access to horticultural maintenance equipment. There's also added benefit to wildlife by allowing more naturalistic habitats in these areas as well as reducing the impact on motorists that lane closures inevitably cause.

3.5 Communities

3.5.1 Broad high level information is included in relation to Customer Access, Council Tax and Welfare, and Stronger Communities. This is supported by further detailed observations which can be made available should Member's find additional information useful. Members' attention are drawn to the following performance areas:

3.5.2 Customer Access:

- Face to Face

Performance within the Face to Face service (including the Library and Information service) is good with high performance for increasing job outcomes (up 30%) for those engaged on the Personal Work Support Package and increased footfall in Community Hubs. Challenges remain around Book issues within Libraries and Community Hubs which continue to decline although this is in line with national trends and is more a symptom of the changing nature of library use.

Particular challenges for the service are around helping customers self-serve for those transactions that are easily done on-line. This is an increasing issue for the face to face service where the focus on 'channel shift' is needed to allow front-line staff to spend the right amount of time with customers on more complex needs and issues.

- Contact Centre

Performance within the telephone service at the contact centre has been disappointing and is down significantly from the same period last year. Whilst Q1 of the new financial year is always challenging for customer services given the amount of customer contact generated as a result of the new financial year (annual billing, annual rent statements etc. etc.), turnover, poor recruitment levels and the need to deliver agreed budget reductions has meant that staffing levels within the contact centre have been reduced such that average staffing in Qtr 1 2017 is 134.30 FTE across the Contact Centre, compared to 156.35 FTE in Qtr 1 2016. We have carried out further recruitment and staffing numbers will be up to 147.27 FTE from July 2017.

Recruitment and retention remains a significant challenge for the contact centre (and customer services more generally). Not only is it becoming increasingly difficult to recruit to entry level roles within the contact centre given the better opportunities that exist elsewhere in the city, it is also increasingly difficult to retain staff as they move on to high paid roles either within the Council or elsewhere. Recent organisational decisions around the restriction on external recruitment have exacerbated this issue as front-line staff from customer services are seen as highly employable within the organisation given their knowledge and expertise around council services.

Discussions are ongoing with HR to look at ways to address the recruitment issue, given it isn't restricted solely to entry level roles within customer services, but is being more widely felt across all services within the organisation where entry level roles exist.

- Digital - Web/Online Development

Performance on digital access continues to improve as we introduce more online services and improve content of the website. A good example of this is the indicator for unique visits to web pages which has shown a 15% reduction in Q1. Whilst on the face of it, this would seem disappointing, in reality it demonstrates a more likely trend of customers finding what they need more easily and not having to go backwards and forwards to the same page during their site visit.

A key challenge for digital access remains putting service on-line and enabling self-service. This is a key challenge for a number of reasons; technically given the size and complexity of the ICT infrastructure within the organisation and the limited availability of ICT skills and expertise, process wise given the need to fundamentally redesign services around the customer and delivery wise given the difficulty faced in getting customers to self-serve when other channels are available.

Despite this we continue to develop and deliver more on-line services with strong evidence to suggest that it is the preferred channel for simple transactions for a significant proportion of customers.

3.5.3 **Council Tax:**

- **Quarter 1 (Period ending 30th June 2017) Performance on work received**
The average speed of processing incoming council tax work has improved year on year over the last 3 years with an improvement on respective quarter 1 periods of 12.99 days (2014/15), 9.14 days (2015/16) and 6.99 days (2016/17).

Quarter 1 period ending for this year, 2017/18, is 7.12 days, a slight worsening against the 6.99 days average for the same quarter last year.

Not discounting a small reduction in staff numbers undertaking Council Tax work, there has been persistent system performance issues such that the matter has been placed into formal ICT “Incident Management” where it has remained throughout the whole of quarter 1.

- **Council Tax Recovery**
As at period ending 31st May 2017, recovery of council tax is 19.35% against net debit raised. This is 0.01% up against the corresponding period last year.

3.5.4 **Welfare Benefits:**

- **Housing Benefit**
The Housing Benefit caseload continues to decrease from a height of 86,765 (as at February 2013) to its current position of 75,923, a reduction of 358 from the beginning of quarter 1.

Speed of processing new & change in circumstance benefit cases as at 31st May 2017 was 15.86 days and 8.72 days respectively against 17.6 days and 10.6 days in 2016/17.

- **Local Welfare Support Scheme**
As the end of May, 468 customers have sought assistance through the “gateway”. Of these 77% (362) were successful in receiving an award from the scheme. For the corresponding period last year, 540 customers sought assistance from the scheme with 79% (424) receiving a successful award.
Early projections suggest that the scheme will operate within its £800k budget allocation.
- **Welfare Rights**
The team is now fully staffed and the number of requests for assistance with form completion has reduced – this may be due to either a slowdown in the migration from DLA to PIP or that more workers across the city are now able to complete these forms

due to the training we have provided for them. It has therefore been possible to allocate appeal cases to some of the more experienced Welfare Rights Workers to deal with as opposed to only allocating appeal cases to Senior Welfare Rights Workers.

- Welfare Advice

The total number of customers seen from 1st April 2017 to 31st May 2017 was 5,877. This compares to 5,900 seen in the same period in 2016/17, a reduction of 23. This may be due to the fact that Easter fell in April this year.

- Welfare Appeals

The total number of appeals received during the period 1st April 2017 to 31st May 2017 was 206, this compares to 122 received in the same period in 2016/17, an increase of 84 (69%). This is largely due to clients being moved from Disability Living Allowance to Personal Independence Payments and those that have been turned down or put in the wrong group for ESA.

There is continual pressure due to the increased number of appeals being received. The team are struggling to meet demand. Clients requesting an appeal appointment now are having to wait until September to be seen. Issues are also being encountered due to the short time frame between the papers being issued and the appeal date. This has resulted in the team being unable to provide a full service to several clients recently as we simply did not have an available appointment prior to the appeal hearing.

- Benefits Gains

The total amount of benefit gains during the period 1st April 2017 to 31st May 2017 is £3,422,222.00. This compares to £3,819,183.00 for the same period in 2016/17, a decrease of £376,961.00 (10%). This may be a combination of seeing slightly less clients coupled with the fact that more clients are being turned down for benefits.

- Welfare Rights Satisfaction Rating – Client Satisfaction

Despite not being able to offer a full service to everyone in relation to appeals, 100% of clients of clients using the Welfare Rights Service said the service was good or excellent during April and May 2017.

- Financial Inclusion

Leeds Credit Union membership for the quarter ending March 2017 stands at 31,049 (35,895 total members), cash withdrawals total £ 5,743,932 and the value of “financially excluded loans” total £896,476. The total gross loan book for Leeds Credit Union has increased from £8m in 2012 to £10.8m this year

Universal Credit – the government have stated that full roll out will occur nationally by 2022. Leeds has received confirmation that we will go live June 2018 with the “full digital service” meaning all new claims. Migration of existing Housing Benefit claims starts 2019 but there is no date yet for Leeds. Up to April 2017 9,415 people had made a claim for UC and as at May 2017 5,100 people were in receipt of UC (from single, fit for work, jobseekers). Approximately 1,500 will have a rental liability.

Gambling Related Harm – the Council is co-ordinating work to support those suffering from or at risk of gambling related harm. A project group of council officers, local and national partners is working on three broad actions to mitigate problem gambling. Firstly to implement a marketing campaign to raise awareness of support services,

and to reduce the stigma associated with the issue. Secondly to improve referral links between the general advice network and the specialist problem gambling counselling service through frontline training. And thirdly to increase the provision of support services to assist those experiencing gambling related harm.

3.5.5 **Stronger Communities Benefitting from a Strong Economy Breakthrough Programme:**

- **Funding Leeds Website – Small Charities Celebration Event**
The Funding Leeds Website was launched at the Small Charities Event on 27th June, which was chaired by the Lord Mayor and attended by over 215 people representing 115 groups. All the groups received certificates of recognition and thanks were provided for the contribution they make to the city's success.
- **The Great Get Together**
Leeds communities hosted more than 50 Great Get together events over the weekend of the 17th & 18th June. Events took place on streets, in Council Community Hubs, places of worship and in parks and on greenspace. Feedback from the get togethers have been overwhelmingly positive, with many requesting that more of this type of activity takes place throughout the year.
- **Controlling Migration – Migrant Access Project Plus**
Leeds has been successful in securing funding through the governments Controlling Migration Programme. The funding will build on the existing award-winning Leeds MAP and provide for additional satellite MAP models in West and South Leeds to address issues and concerns in relation to:

Standards and expectations that we expect of all residents in Leeds to assist in minimising low level tensions in communities and aiding integration;

Ensuring migrants access services in the most efficient and effective way with a view to reducing costs and pressures on services. Thereby, also addressing the concerns of some settled communities, with a specific focus on access to GP surgeries and the role of private sector housing landlords.

- **The Refugee Transition Guide**
The DCLG funding will also support progress on the Council's development of a 'Refugee Transition Guide', produced in partnership with a range of service providers and intended for use by refugees transitioning from asylum support to mainstream services and for their advisors.
- **Compassionate City Awards**
The Compassionate City Awards will recognise and celebrate the work of the City's many unsung heroes. This important work helps to improve the lives of the people of Leeds and supports the vision for the City 'for Leeds to be the best city in the UK: one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. We want Leeds to be a city that is fair and sustainable, ambitious, fun and creative for all with a council that its residents can be proud of: the best council in the country.' Nominations will be collated across a number of categories, with the 10 Community Committees playing a pivotal role in identifying worthy groups and individuals. The ceremony will take place in the Civic Hall Banqueting Suite on the 7th December 2017.

- Counter Extremism Programme
Good progress continues to be made to develop the Leeds Counter Extremism programme. The Community Coordinator has now contacted approx. 40 3rd Sector organisations, many of whom have expressed an interest in becoming more involved in the programmes delivery. A session with 3rd Sector Leeds took place on 28th June to consider their role in relation to cohesion and resilience.
- National Day of Memory Victims of Forced Marriage – Karma Nirvana
Leeds will host the National Day of Memory for the victims of Forced Marriage (FM) and Honour Based Abuse (HBA) on 14th July 2017 in Leeds Civic Hall. This signifies this city agreeing to become a Beacon city for tackling HBA & FM, and will be formalised by the signing of a ‘Pledge of Intent’ by the Executive Member for Communities at the event. Around 200 invited guests will attend the event including the Sarah Newton MP, Minister for Safeguarding, Vulnerability and Counter Extremism.
- Prevent
The 2017/18 Prevent programme of activity has now been finalised and includes a comprehensive package of support for teaching professionals, frontline staff, young people and those considered most vulnerable to radicalisation.

4.1 Consultation and Engagement

- 4.1.1. This is an information report and as such does not need to be consulted on with the public. However all performance information is published on the council’s website and is available to the public.

4.2 Equality and Diversity / Cohesion and Integration

- 4.2.1 This is an information report and not a decision so it is not necessary to conduct an equality impact assessment. However, some of the data provided will link to wider issues of equality and diversity and cohesion and integration, and there may be occasions when Scrutiny Board members will want to look more closely at these issues, and may request further information to inform their investigations.

4.3 Council Priorities

- 4.3.1 This report provides an update on progress in delivering the council priorities in line with the council’s performance management framework.

4.4 Resources and value for money

- 4.4.1 There are no specific resource implications from this report, although some performance indicators relate to financial and other value for money aspects.

4.5 Legal Implications, Access to Information and Call In

- 4.5.1 All performance information is publicly available and is published on the council website. This report is an information update providing Scrutiny with a summary of performance for the strategic priorities within its remit and as such is not subject to call in.

4.6 Risk Management

- 4.6.1 There is a comprehensive risk management process in the Council to monitor and manage key risks. This links closely with performance management.

5 Conclusions

- 5.1 This report provides a summary of performance against the strategic priorities for the council and city related to the Environment, Housing and Communities Scrutiny Board.

6 Recommendations

- 6.1 Members are recommended to:

- Note the most recent performance information in this report and Appendices 1 – 3 and the issues which have been highlighted and consider if they wish to undertake further scrutiny work to support improvement over the coming year in any of these areas.

7 Background documents¹

- 7.1 Best Council Plan 2015 - 20

















¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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APPENDIX 1 - Environment and Housing Performance Information May 2017 (Housing)

Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	March 2016 Result (Unless noted otherwise) (*=cumulative)	May 2016 Result (Unless noted otherwise) (*=cumulative)	November 2016 Result (Unless noted otherwise) (*=cumulative)	May 2017 Result (Unless noted otherwise) (*=cumulative)	
Page 23 Best Council Plan 2017-18	Transport & Infrastructure	Housing Growth Target	PI: Reduce the number of empty homes	Tracker: Net Reduction Figure (Target for 2017/18 is to maintain the March 2017 target of 3,777. The actual March 2017 figure was 3,340)	3,777	3,593	3,594	3,256	
	Low Carbon	Fewer Households in Fuel Poverty	PI: Reduce the number of households in fuel poverty	DECC 2013 data - 11.6%	N/A - Annual Report (update expected June 2016)	N/A - Annual Report (update expected June 2016 but not available at the time of writing)	11.9% (2014 data)	11.9% (2014 data)	
	Transport & Infrastructure	Reduced Homelessness	Tracker: Increase number of homeless preventions		6,559*	1,116*	4,194*	1,157*	
			Tracker: Homeless Prevention Rate (% of cases presenting at Leeds Housing Options)		78%	80%	84%	80%	
			Tracker: Reduce number of homeless acceptances		505*	61*	188*	76*	
				Tracker: number of households in temporary accommodation		73 (at 31st March)	84	84	60 (at 31st May)
				Tracker: number of new unauthorised encampments		9	4	9	3
			PI: % of housing adaptations completed within target timescale				Private: 97% Council: 90%	Private: 93% Council: 93%	

APPENDIX

Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	March 2016 Result (Unless noted otherwise) (*cumulative)	May 2016 Result (Unless noted otherwise) (*cumulative)	November 2016 Result (Unless noted otherwise) (*cumulative)	May 2017 Result (Unless noted otherwise) (*cumulative)
Other housing measures			Tracker: % of Capital Programme spend	To spend 100% of annual profile by end of year	105% (outturn)	14.1% (Period 2)	60% (Period 8)	26% (Period 3)
			PI: % of rent collected	97.75	97.24% 	96.77% 	97.16% 	<u>March 2017:</u> 97.43% (Target - 97.45%) 
			Tracker: Current tenants arrears (£'s)		6.13m	6.20m	5.98m	<u>March 2017:</u> 5.58m
			Tracker: Rent payment methods used		Cash: 44% Direct Debit: 39% Internet / Auto: 9% Telephone: 5% Other: 3%	Cash: 41% Direct Debit: 42% Internet / Auto: 9% Telephone: 5% Other: 3%	<u>October:</u> Cash: 41% Direct Debit: 34% Internet / Auto: 17% Telephone: 5% Other: 3%	Cash: 38% Direct Debit: 37% Internet / Auto: 17% Telephone: 5% Other: 3%
			PI: % of annual home visits completed - YTD	100%	97.84% 	24.93% 	85.43% 	20.67% 
			PI: % of repairs completed within target	99%	88.54% 	89.59% 	95.88% 	95.47% 
			Breakdown of repairs completed within target		–	24hrs - 91.13% 3wrk day - 84.35% 20wrk day - 92.02% 60wrk day - 70.93%	24hrs - 93.63% 3wrk day - 92.18% 20wrk day - 98.15% 60wrk day - 97.32%	24hrs - 95.51% 3wrk day - 92.92% 20wrk day - 96.66% 60wrk day - 88.74%
			PI: % overall satisfaction with services provided		77% (Tenant Satisfaction Survey 2014-15)	77% (Tenant Satisfaction Survey 2014-15)	77% (Tenant Satisfaction Survey 2014-15)	76% (Tenant Satisfaction Survey 2016-17)
			PI: gross average relet days	<30 days	30.52* 	28.63* 	27.17* 	36.81* 

APPENDIX

Area	Objective	Priorities	Our Measures (PI = Performance Indicator)	Target/ Milestone	March 2016 Result (Unless noted otherwise) (*cumulative)	May 2016 Result (Unless noted otherwise) (*cumulative)	November 2016 Result (Unless noted otherwise) (*cumulative)	May 2017 Result (Unless noted otherwise) (*cumulative)
			PI: number of lettable voids		383 voids (+131 PFI/New Build)	352 voids (+84 PFI/New Build)	299 voids (+111 PFI/New Build)	438 voids (+41 PFI/New Build)
			Tracker: Count of all under-occupation cases		5,033	4,986	4,609	4,582 (April 2017)

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APPENDIX 2 – Community Safety Performance Information (latest available 2017)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																													
Anti-social behaviour / nuisance concerns	Partnership quarterly report card and monthly service level data	BCP – Resilient Communities – Decrease in reporting anti-social behaviour / nuisance concerns.	<table border="1" style="width: 100%; border-collapse: collapse; margin-bottom: 10px;"> <thead> <tr style="background-color: #d3d3d3;"> <th style="width: 60%;">Annual Comparison</th> <th style="width: 10%;">Jun-15 to May-16</th> <th style="width: 10%;">Jun-16 to May-17</th> <th style="width: 10%;">Change</th> <th style="width: 10%;">%</th> </tr> </thead> <tbody> <tr> <td>Youth Related</td> <td style="text-align: center;">6,201</td> <td style="text-align: center;">6,738</td> <td style="text-align: center;">537</td> <td style="text-align: center;">8.7%</td> </tr> <tr> <td>Neighbour Related</td> <td style="text-align: center;">3,418</td> <td style="text-align: center;">3,285</td> <td style="text-align: center;">133</td> <td style="text-align: center;">4.0%</td> </tr> <tr> <td>Nuisance Motorcycle</td> <td style="text-align: center;">1,762</td> <td style="text-align: center;">2,575</td> <td style="text-align: center;">813</td> <td style="text-align: center;">46.1%</td> </tr> <tr> <td>Anti-Social Behaviour</td> <td style="text-align: center;">15,886</td> <td style="text-align: center;">18,327</td> <td style="text-align: center;">2,441</td> <td style="text-align: center;">15.4%</td> </tr> </tbody> </table>					Annual Comparison	Jun-15 to May-16	Jun-16 to May-17	Change	%	Youth Related	6,201	6,738	537	8.7%	Neighbour Related	3,418	3,285	133	4.0%	Nuisance Motorcycle	1,762	2,575	813	46.1%	Anti-Social Behaviour	15,886	18,327	2,441	15.4%
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			<p>Key Issues:</p> <ul style="list-style-type: none"> Recent increases in recorded anti-social behaviour were observed in City & Hunslet, Killingbeck & Seacroft, and Middleton Park, these wards reported an annual change in excess of 35%. 12 month high volume wards include Killingbeck & Seacroft (1,345 ASB incidents), City & Hunslet (1,150 ASB incidents) and Armley (1,020 ASB incidents). Partnership reports for high volume Anti-Social Behaviour wards highlighted nuisance including youths congregating and throwing stones at house windows; youths climbing on the scaffolding of derelict buildings; youths throwing bricks at passing cars; and youths setting fire to bins. Partnership reports also highlight issues of nuisance motorcycles / quad bikes particularly youths wearing no helmets racing each other at speed, riding on pavements, pulling wheelies and causing noise nuisance. 																													

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																							
Hate Incidents	Partnership quarterly report card and monthly service level data	BCP – Resilient Communities – Hate incidents.	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Jun-15 to May-16</th> <th>Jun-16 to May-17</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Race Hate Incidents</td> <td>1,360</td> <td>1,599</td> <td>239</td> <td>17.6%</td> </tr> <tr> <td>Sexuality Hate Incidents</td> <td>178</td> <td>402</td> <td>224</td> <td>125.8%</td> </tr> <tr> <td>Disability Hate Incidents</td> <td>93</td> <td>160</td> <td>67</td> <td>72.0%</td> </tr> <tr> <td>Faith Hate Incidents</td> <td>77</td> <td>107</td> <td>30</td> <td>39.0%</td> </tr> <tr> <td>Transgender Hate Incident</td> <td>11</td> <td>27</td> <td>16</td> <td>145.5%</td> </tr> <tr> <td>Hate Incidents</td> <td>1,759</td> <td>2,250</td> <td>491</td> <td>27.9%</td> </tr> </tbody> </table> <p>Key Issues:</p> <ul style="list-style-type: none"> The number of Hate incidents reported to Police in Leeds has increased by 27.9% in the 12 months to May 2017; 2,250 incidents were reported in the period. High volume wards include City & Hunslet (City), Burmantofts & Richmond Hill, and Gipton & Harehills. 					Annual Comparison	Jun-15 to May-16	Jun-16 to May-17	Change	%	Race Hate Incidents	1,360	1,599	239	17.6%	Sexuality Hate Incidents	178	402	224	125.8%	Disability Hate Incidents	93	160	67	72.0%	Faith Hate Incidents	77	107	30	39.0%	Transgender Hate Incident	11	27	16	145.5%	Hate Incidents	1,759	2,250	491	27.9%
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Increased self-reporting of domestic violence and abuse incidents	Partnership quarterly report card and some police data	BCP – Resilient Communities – Increased self-reporting of domestic violence and abuse	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Jun-15 to May-16</th> <th>Jun-16 to May-17</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Domestic Incidents</td> <td>17,163</td> <td>19,063</td> <td>1,900</td> <td>11.1%</td> </tr> <tr> <td>Repeat Victim Rate</td> <td>37.4%</td> <td>43.0%</td> <td>5.6%</td> <td>-</td> </tr> </tbody> </table>					Annual Comparison	Jun-15 to May-16	Jun-16 to May-17	Change	%	Domestic Incidents	17,163	19,063	1,900	11.1%	Repeat Victim Rate	37.4%	43.0%	5.6%	-																				
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Serious Acquisitive Crime	Partnership quarterly report card and burglary ward performance overview	BCP – Resilient Communities –Reduced rate of Serious Acquisitive Crime	<table border="1"> <thead> <tr> <th>Annual Comparison</th> <th>Jun-15 to May-16</th> <th>Jun-16 to May-17</th> <th>Change</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Burglary Dwelling</td> <td>6,555</td> <td>7,514</td> <td>958</td> <td>14.6%</td> </tr> <tr> <td>Theft From Motor Vehicle</td> <td>5,224</td> <td>5,496</td> <td>272</td> <td>5.2%</td> </tr> <tr> <td>Theft of Motor Vehicle</td> <td>1,719</td> <td>1,931</td> <td>212</td> <td>12.3%</td> </tr> <tr> <td>Serious Acquisitive Crime</td> <td>14,593</td> <td>16,081</td> <td>1488</td> <td>10.2%</td> </tr> </tbody> </table> <p>Key Issues:</p> <ul style="list-style-type: none"> Recent increases in recorded Burglary were observed in Adel & Wharfedale and Alwoodley, both wards reported an annual change in excess of 50%. 12 month high volume wards include City & Hunslet (873 burglary offences) and Armley (477 burglary offences). Partnership reports for high volume burglary wards highlighted varied entry methods including bodily force used on a door or window, through a smashed window or an insecure window / door. Burglaries have been committed at various times throughout the 24hr period, with notable peaks between 01:00-05:00 and 09:00-11:00. Recent increases in recorded Theft From Motor Vehicle were observed in Adel & 	Annual Comparison	Jun-15 to May-16	Jun-16 to May-17	Change	%	Burglary Dwelling	6,555	7,514	958	14.6%	Theft From Motor Vehicle	5,224	5,496	272	5.2%	Theft of Motor Vehicle	1,719	1,931	212	12.3%	Serious Acquisitive Crime	14,593	16,081	1488	10.2%
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APPENDIX 3 – Waste & Environment Performance Information (latest available 2017)

Performance area	Performance Reports / Data	BCP Priority?	Summary comments drawing out performance issues for noting/discussion																																																																																																		
Missed bins per 100,000	Monthly trend report		<p>Latest Available Data – Period 2 (24th April to 21st May 2017):</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th></th> <th colspan="11">2016/17</th> <th colspan="2">2017/18</th> </tr> <tr> <th></th> <th>3</th> <th>4</th> <th>5</th> <th>6</th> <th>7</th> <th>8</th> <th>9</th> <th>10</th> <th>11</th> <th>12</th> <th>13</th> <th>1</th> <th>2</th> </tr> </thead> <tbody> <tr> <td style="text-align: left;">Residual Black</td> <td>87.29</td> <td>72.68</td> <td>76.48</td> <td>73.99</td> <td>88.36</td> <td>55.58</td> <td>60.81</td> <td>50.36</td> <td>63.06</td> <td>70.43</td> <td>61.64</td> <td>73.16</td> <td>59.03</td> </tr> <tr> <td style="text-align: left;">SORT - Green</td> <td>44.66</td> <td>40.88</td> <td>43.40</td> <td>67.06</td> <td>64.12</td> <td>49.28</td> <td>40.88</td> <td>36.54</td> <td>41.72</td> <td>39.20</td> <td>37.52</td> <td>36.40</td> <td>29.68</td> </tr> <tr> <td style="text-align: left;">Garden - Brown</td> <td>174.06</td> <td>91.75</td> <td>111.56</td> <td>93.87</td> <td>92.92</td> <td>64.39</td> <td>75.00</td> <td>0.00</td> <td>0.00</td> <td>0.00</td> <td>63.68</td> <td>98.58</td> <td>83.49</td> </tr> <tr> <td style="text-align: left;">Overall</td> <td>90.49</td> <td>65.29</td> <td>72.06</td> <td>75.75</td> <td>80.59</td> <td>55.19</td> <td>56.66</td> <td>44.01</td> <td>53.27</td> <td>56.10</td> <td>53.38</td> <td>65.34</td> <td>53.68</td> </tr> <tr> <td style="text-align: left;">Previous Year</td> <td>107.46</td> <td>94.23</td> <td>91.86</td> <td>75.75</td> <td>70.65</td> <td>65.50</td> <td>61.25</td> <td>58.34</td> <td>75.76</td> <td>70.36</td> <td>80.54</td> <td>70.85</td> <td>58.88</td> </tr> </tbody> </table>		2016/17											2017/18			3	4	5	6	7	8	9	10	11	12	13	1	2	Residual Black	87.29	72.68	76.48	73.99	88.36	55.58	60.81	50.36	63.06	70.43	61.64	73.16	59.03	SORT - Green	44.66	40.88	43.40	67.06	64.12	49.28	40.88	36.54	41.72	39.20	37.52	36.40	29.68	Garden - Brown	174.06	91.75	111.56	93.87	92.92	64.39	75.00	0.00	0.00	0.00	63.68	98.58	83.49	Overall	90.49	65.29	72.06	75.75	80.59	55.19	56.66	44.01	53.27	56.10	53.38	65.34	53.68	Previous Year	107.46	94.23	91.86	75.75	70.65	65.50	61.25	58.34	75.76	70.36	80.54	70.85	58.88
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Street Cleanliness	Bi-annual		<table border="1" data-bbox="857 320 1554 528"> <thead> <tr> <th colspan="2" data-bbox="857 320 1554 360">% of sites that have acceptable litter levels</th> </tr> <tr> <th data-bbox="857 360 1205 400">Summer 15/16</th> <th data-bbox="1205 360 1554 400">Winter 15/16</th> </tr> </thead> <tbody> <tr> <td data-bbox="857 400 1205 440">90.6%</td> <td data-bbox="1205 400 1554 440">90.2%</td> </tr> <tr> <th data-bbox="857 440 1205 480">Summer 16/17</th> <th data-bbox="1205 440 1554 480">Winter 16/17</th> </tr> <tr> <td data-bbox="857 480 1205 520">89.7%</td> <td data-bbox="1205 480 1554 520">96.1%</td> </tr> </tbody> </table> <p data-bbox="801 568 2063 639">The overall year score for 2016/17 stands at 92.9% compared with 90.7% in the previous year.</p>	% of sites that have acceptable litter levels		Summer 15/16	Winter 15/16	90.6%	90.2%	Summer 16/17	Winter 16/17	89.7%	96.1%
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Report author: Simon Hodgson
 Authorising Officer: Sam Millar
 Tel: 3950800

Report of the Director of Resources and Housing

Report to the Environment, Housing and Communities Scrutiny Board

Date: 24th July 2017

Subject: Safer Leeds Plan

Are specific electoral Wards affected?	No
If relevant, name(s) of Ward(s):	
Are there implications for equality and diversity and cohesion and integration?	No
Is the decision eligible for Call-In?	No
Does the report contain confidential or exempt information?	No
If relevant, Access to Information Procedure Rule number	

Summary of main issues

1. As the city's Community Safety Partnership, Safer Leeds has a statutory requirement to prepare and implement a local Crime and Disorder Reduction Strategy. Following the introduction of Police and Crime Commissioners in November 2012, such local Crime and Disorder Reduction Strategies are expected to have regard to the objectives set out in the Police and Crime Plan for the wider police area.

2. The West Yorkshire Police and Crime Commissioner (PCC) has published a refreshed Police and Crime Plan 2016 - 2021 and this can be found at: <https://www.westyorkshire-pcc.gov.uk/our-business/the-police-crime-plan.aspx>

3. Safer Leeds undertakes an annual refresh of their plan based on the findings of the city's annual Joint Strategic Assessment (JSA). A workshop to discuss and prioritise the findings of the JSA took place at the March 2017 meeting of Safer Leeds Executive, where the following shared themes and priorities were agreed:

Shared Strands

- Promoting community respect (localities)
- Keeping people safe from harm (victims/ witnesses)
- Managing offender behaviours (prevent, rehabilitate & resettle)

Priorities for 2017/18:

- Anti-social behaviour
- Domestic violence and abuse
- Youth crime and on-street violence
- Organised offending
- Local drug markets

With additional focussed support to other partnership boards and delivery groups on the following cross-cutting issues:

- Community cohesion (Hate Crime, Prevent/ Radicalisation)
- Safeguarding (Sexual Exploitation, Modern Slavery, Human Trafficking, Honour Based Abuse)
- Complex needs (Mental Health, Alcohol and Drugs)
- Road Safety/ Safer Travel

4. The Scrutiny Board is invited to consider the draft Safer Leeds Plan 2017/18 prior to it being ratified by the Safer Leeds Executive.

Recommendations

5. Members of the Environment, Housing and Communities Scrutiny Board are asked to consider and approve the newly refreshed Safer Leeds Plan 2017/18.

1. Purpose of this report

- 1.1 To provide members of the Environment, Housing and Communities Scrutiny Board with an overview of the recently refreshed Safer Leeds Plan.
- 1.2 Board members are asked to consider the Safer Leeds Plan 2017/18, comment on the shared strands and priorities contained in the plan, prior to it being finalised by the Safer Leeds Executive. A copy of the refreshed plan is attached.

2. Background information

- 2.1 The Police Reform and Social Responsibility Act 2011 replaced Police Authorities with Police and Crime Commissioners (PCCs), and introduced Police and Crime Panels (PCPs) to scrutinise the decisions and actions of the PCCs and assist them in carrying out their functions. Mark Burns-Williamson was re-elected as West Yorkshire PCC in May 2016 and will hold office to 2020.
- 2.2 One of the key responsibilities of a PCC is to produce a five year Police and Crime Plan in liaison with their Chief Constable, based upon identified local priorities.
- 2.3 There is also a statutory requirement for Community Safety Partnerships to prepare and implement a local Crime and Disorder Reduction Strategy (this plan). In doing so, these local strategies are expected to have regard to the objectives set out in the Commissioners' Police and Crime Plan.

3. Main issues

- 3.1 In March 2013, the West Yorkshire Police and Crime Commissioner published the 1st West Yorkshire Police and Crime Plan 2013-2018, a refreshed version of the plan was published in May 2014 and subsequently following his re-election a new Police and Crime Plan 2016 - 2021 was published.
- 3.2 The Safer Leeds Plan has been reviewed and consideration and comment on the updated plan is sought from members. The Scrutiny Board's comments on the plan will be reported to the Safer Leeds Executive members.

4. Corporate Considerations

5. Consultation and Engagement

- 5.1 Representatives of the Safer Leeds Executive have been invited to today's meeting to discuss existing and new community safety priorities set out within the attached documents and how we can work collectively in delivering these.

6. Equality and Diversity / Cohesion and Integration

- 6.1 The Safer Leeds Plan 2017/18 reflects the Safer Leeds Partnership's commitment to serve all members of its communities effectively and acknowledges that all of its actions and plans should give due regard to implications for different groups and sections of the community.

7. Council Policies and the Best Council Plan

7.1 The Safer Leeds Plan sets out the city's approach to reduce crime and disorder and deliver the city's ambition to be "the best city in the UK with the best community safety partnership and services". Linked to this, particular consideration is also given to Best Council Plan (2017/18) ~ Tackling poverty and reducing inequalities.

7.2 The Safer Leeds Executive also has a statutory requirement to produce an annual Joint Strategic Assessment (JSA) to assess the scale and nature of crime and disorder in the city and to identify medium to long term issues affecting community safety. Such intelligence has therefore been used to inform the delivery plans that underpin the overarching approach.

8. Resources and Value for Money

8.1 Funding and resource issues are linked to the respective Best Council Plan, the Police and Crime Plan and the Safer Leeds Plan.

9. Legal Implications, Access to Information and Call- In

9.1 This report does not contain any exempt or confidential information.

10. Risk Management

10.1 This section is not relevant to this report.

11. Conclusions

11.1 The Safer Leeds Plan has recently been updated, setting out local priorities under three shared strands for the year ahead. The plan is flexible enough to adapt to any changing requirements and in addition, behind the plan are more detailed strategies and delivery plans on specific priorities.

11.2 The Scrutiny Board is invited to consider the Safer Leeds Plan 2017/18 and provide comments. Any comments will be reported to the Safer Leeds Executive members.

12. Recommendations

12.1 Members of the Environment, Housing and Communities Scrutiny Board are asked to consider and provide comment on the newly refreshed draft Safer Leeds Plan 2017/18

13. Background documents¹

13.1 None

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

DRAFT

Safer Leeds

*Working in partnership to
keep communities safe*

Plan (2017/18)



Contents

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Introduction.....	3
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Foreword

Welcome to the Safer Leeds Plan, our statement of intent for 2017/18.

We have continued to achieve much over the year, and I would like to thank all staff and volunteers across the partnership for their continued passion and commitment to serve the people and communities of Leeds.

This Plan remains focused on joint partnership delivery against our priorities, as set out in the 'plan on a page'.

- ❖ **What we will do** (our ambition, outcome and priorities)
- ❖ **How we will do it** (our guiding principles and approaches)
- ❖ **How we will measure progress** (our indicators of success)

To tackle existing, new and emerging risks, threats and harms, we must retain a focus on meeting the needs and demands of communities, regardless of responsibility for resources.

The need to deliver shared plans more efficiently and cost effectively, with clear accountability, across agencies remains a key priority.

Knowing what success looks like is critical. Leadership and accountability at every level of delivery must be clear and visible.

As a partnership, we have many examples of co-location and integration, but we need to be continue to be ambitious and take risks to maximise all opportunities, restructuring and refreshing where needed.

Everyone has the right to live in a safe and tolerant society and everyone has a responsibility to behave in a way that respects this right. We should never be complacent, any victim of any offence is one too many.

We strongly believe we are better when we work together.

Kind regards

Cllr. Debra Coupar
Executive member for
Communities

Sam Millar
Superintendent
(Safer Leeds)

www.leeds.gov.uk/saferleeds
community.safety@leeds.gov.uk

Introduction

Safer Leeds is the city's statutory Community Safety Partnership, responsible for tackling crime, disorder and substance misuse.

Leeds has a strong record of partnership working, which was embedded as part of the Crime and Disorder Act (1998) and subsequent legal enhancements.

Our Ambition

- ❖ To be the best city in the UK with the best community safety partnership and services.

Our Outcome

- ❖ People in Leeds are safe and feel safe in their homes, in the streets, and the places they go.

The partnership aims to serve all members of its communities, giving due regard to implications for different groups to ensure people are not excluded or disadvantaged because of Age, Disability, Gender, Race, Religion and Belief, or Sexual Orientation.

Governance & Accountability

The following are committed to working collectively through Safer Leeds Executive in line with agreed information sharing protocols:

Responsible Authorities

- ➔ Leeds City Council; West Yorkshire Police; Leeds Clinical Commissioning Groups; West Yorkshire Community Rehabilitation Company; West Yorkshire Fire & Rescue Service; National Probation Trust

Co-operating Bodies

- ➔ Leeds Children's Trust Board; Leeds Safeguarding Children Board; Leeds Safeguarding Adults Board; HM Prison Service; Office of the Police & Crime Commissioner; Third Sector Partnerships

The Safer Leeds Executive has statutory requirements to:

- Produce an annual Joint Strategic Assessment
- Prepare and implement a Plan
- Establish information sharing arrangements
- Be responsible for establishing Domestic Homicide Reviews

Funding

The Office of Police & Crime Commissioner (OPCC) has agreed funding arrangements, to March 2018 and we will assist the OPCC in delivering the Police and Crime Plan.

Critical Issues

The Joint Strategic Assessment (JSA) seeks to:

- Identify medium to long-term issues affecting community safety
- Highlight existing or emerging risk, threats and harms
- Assist in defining priorities

This year's JSA (Mar 2017) identified a number of reoccurring themes, risks, threats, and harms; which are summarised below:

- ❖ **Offending behaviours:** prolific offenders linked to various crimes; ingrained behaviours exacerbated by mental health and substance misuse; new or changing offending patterns, especially cyber-enabled crime; new "upcoming" offenders
- ❖ **Vulnerable victims:** individuals being coerced or forced into criminal activity; impacts of criminality and nuisance extending beyond individuals involved; high levels of demand impacting on services and responses.
- ❖ **Organised crime:** offenders operating across different offence types; fluid and flexible offending patterns; use of violence and intimidation to maintain control of individuals and/ or areas.
- ❖ **Serious acquisitive crime:** prolific levels of offending in some localities; opportunistic stealing and lack of victim empathy; disposal of stolen goods; links to organised offending.
- ❖ **Community crime and nuisance:** anti-social and criminal behaviours impacting on local communities and feelings of safety (including on-street violence, youth nuisance, hate crime, neighbour disputes, public order offences, aggressive begging); clustering of issues in localities of concern often linked to wider social and economic factors; varying levels of tolerance and willingness to report.
- ❖ **Domestic violence and abuse:** high levels of reported repeat domestic abuse; threats of escalation and increased violence; risks and vulnerabilities among families are often linked to vulnerable children, substance misuse, financial pressures and housing conditions.
- ❖ **Substance misuse:** intrinsically linked to a range of crime and disorder issues; key factor in a range of violence, nuisance and road traffic issues; changing drug markets; new and emerging substances; links to organised crime.

Priorities

Safer Leeds has agreed the following priorities for 2017/18:

- Anti-social behaviour
- Domestic violence and abuse
- Youth crime and on-street violence
- Organised offending
- Local drug markets

With additional focussed support to other partnership boards and delivery groups on the following cross-cutting issues:

- Community cohesion (*Hate Crime, Prevent/ Radicalisation*)
- Safeguarding (*Sexual Exploitation, Modern Slavery, Human Trafficking, Honour Based Abuse*)
- Complex needs (*Mental Health, Alcohol and Drugs*)
- Road Safety/ Safer Travel

Strands for 2017/18

Individuals may be coerced or forced into offending by peer or family groups through threats, expectations or lack of opportunities.

- Promoting community respect (localities)
- Keeping people safe from harm (victims/witnesses)
- Managing offender behaviours (prevent, rehabilitate & resettle)

Planning and Progress

For all our priorities we will consider opportunities to:

- ❖ Take action at a local level
- ❖ Support victims and witnesses
- ❖ Engage and involve people
- ❖ Make a breakthrough
- ❖ Protect those with complex needs
- ❖ Address offending behaviours

For all our priorities we will measure success against a set of indicators that will enable us to track progress at a city wide and local level.

Approaches

We will utilise a number of approaches to support delivery against this plan at a strategic, operational and tactical level. Pivotal to this change will be adoption and application of three major approaches:

Intelligence Led (IL)

- IL is more than simply combining data; analysis of information provides meaning and context to otherwise isolated data.
- IL means informed decision making; understanding relationships between issues and predictions enables responses to be focussed on critical factors.
- IL is about partnership problem solving; sharing information and responding accordingly can reduce costs while increasing effectiveness.
- IL is about improving performance; better understanding allows outcomes to be defined, predicted, and measured.

Restorative Practice (RP)

- RP is about developing better relationships between individuals, families and communities.
- RP provides a focus on developing positive relationships and people taking responsibility for their behaviours.
- People are happier, more co-operative and productive, and therefore more likely to make positive changes, when those in authority (service providers) do things with them, rather than to them or for them.

Victim Engagement (VE)

- VE is about treating victims and witnesses with respect and sensitivity; offering emotional and practical support, keeping them informed at all stages of the justice process.
- VE provides an opportunity for service providers to put the victim at the heart of positive resolutions, be these diversionary or restorative.
- VE and wider community involvement is a way to develop and implement local solutions to local issues, especially on the prevention and resettlement side to support behaviour.

Key Deliverables

Safer Leeds will continue to improve current core services to achieve our outcome but we will also focus on innovative programmes and projects that help us move closer to our desired outcome; examples below:

Focus & Innovation	
Promoting community respect	
❖ Pro-active response to Anti-Social Behaviour	<ul style="list-style-type: none"> ➔ Establish an ASB Early Intervention Team, where all instances of anti-social behaviour reported to the police and the council, are triaged on a daily basis ➔ Launch a public facing campaign and web-based app 'street support.' platform around issues relating to begging as an alternative to giving directly. ➔ Create and implement a local accreditation scheme (purple flag mark) for those services who excel in meeting standards during the evening, night time economy.
❖ Reconfigure Hate Crime Services	<ul style="list-style-type: none"> ➔ Launch the Responding to Hate Crime Strategy as part of activities during the Hate Crime Awareness Week. ➔ Support and expand the existing Hate Incident Reporting Centre network, reviewing the existing Hate Crime MARACs (multi-agency risk assessment conference), and strengthening links with local community.
❖ Upgrading of CCTV & security service provision	<ul style="list-style-type: none"> ➔ Develop a blended approach to CCTV surveillance by progressing modernisation projects across Leeds.
Keeping people safe from harm	
❖ Reducing the harms of domestic violence and abuse on individuals, families and communities	<ul style="list-style-type: none"> ➔ Develop responses for high risk and complex DV cases with a focus on: a) repeat victims at the Front Door Safeguarding Hub (FDSH) b) advancing workforce capacity to address issues relating to mental health, substance misuse and no recourse to public funds. ➔ Work with the Equality Hubs to integrate issues of inclusion, diversity, forced marriage and honour based violence into the DV Breakthrough Project and tailor responses for LGBT+, BME, Migrant Communities and Older People.
❖ Improving responses to those with complex needs	<ul style="list-style-type: none"> ➔ Develop a partnership triage and early help capability within the District Control Room for people at risk. ➔ Create an intensive support hub for the most vulnerable street users, including speedier and more robust multi-agency case-conferencing and case-management arrangements. ➔ Refresh crime and disorder approaches in response to changing drugs and alcohol markets, making best use of learning and research to inform a collective response.
Managing offender behaviours	
❖ Reducing the risk, threat and harm of organised crime	<ul style="list-style-type: none"> ➔ Develop a breakthrough partnership plan on serious and organised crime, focusing on operational and tactical responses (pursue, prevent, protect and prepare).
❖ Reduce the numbers of young people coming into custody	<ul style="list-style-type: none"> ➔ Implement initiatives to develop 'child friendly' responses to young people who offend and who come into custody; focusing on first time offenders through an 'all services' approach to diversion, support and rehabilitation.
❖ Enhancing responses to DV&A perpetrators	<ul style="list-style-type: none"> ➔ Create offender management responses to serial and repeat offenders via the FDSH.

Plan on a Page 2017-18

What we will do

Our Ambition

To be the best city in the UK with the best community safety partnership and services

Our Outcomes

People in Leeds are safe and feel safe in their homes, in the streets, and the places they go

Our Priorities

- Anti-social behaviour
- Domestic violence and abuse
- Youth crime and on-street violence
- Organised offending
- Local drug markets

With additional focussed support on the following cross-cutting issues:

- Community cohesion (*Hate Crime, Prevent/Radicalisation*)
- Safeguarding (*Sexual Exploitation, Modern Slavery, Human Trafficking, Honour Based Abuse*)
- Complex needs (*Mental Health, Alcohol and Drugs*)
- Road Safety/ Safer Travel

How we will do it



How we will measure progress

Promoting Community Respect

- ▷ Public perceptions of ASB
- ▷ Number of reported anti-social behaviour / nuisance concerns
- ▷ Number of hate related offences

Keeping People Safe From Harm

- ▷ Number of self-reporting of domestic violence and abuse incidents
- ▷ Number of domestic violence incidents and repeat offences
- ▷ Levels of serious sexual offences recorded

Managing Offender Behaviours

- ▷ Offending rates
- ▷ Number of serious acquisitive crime offences
- ▷ Public satisfaction & confidence

Safer Leeds

Working in partnership to keep communities safe

A compassionate partnership, spending public money wisely



Report author: Angela Brogden
Tel: 3788661

Report of Head of Governance and Scrutiny Support

Report to Environment, Housing and Communities Scrutiny Board

Date: 24th July 2017

Subject: Inquiry into reducing repeat customer contact – formal response

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

Summary of main issues

1. Last year, the Citizens and Communities Scrutiny Board conducted an inquiry into reducing repeat customer contact through tackling failure demand. This inquiry concluded in March 2017 and a report setting out the Scrutiny Board’s findings and recommendations was published in April 2017 ([link to inquiry report](#)).

2. It is the normal practice to request a formal response from the relevant Directorate(s) to the Board’s recommendations once a report has been published. Details of the formal response to the Board’s recommendations are attached for Members’ consideration (see appendix 1).

Recommendations

3. Members are asked to consider the formal response to the recommendations arising from the Scrutiny Board’s inquiry into reducing repeat customer contact.

Background papers¹

4. None

¹ The background documents listed in this section are available to download from the Council’s website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Appendix 1 – Response to the Scrutiny Inquiry report on reducing repeat customer contact through tackling failure demand.

Scrutiny Recommendations	Directorate Response
<p>Desired Outcome That an effective process is developed to ensure that customers receive the right housing repair work first time.</p> <p>Recommendation 1 That the Director of Communities and Environment engages with Scrutiny on the findings arising from the co-location pilot scheme involving housing repair specialist staff at the Contact Centre and in determining longer term options for ensuring that customers obtain the right housing repair work done first time.</p>	<p>Accept the recommendation</p> <ul style="list-style-type: none"> • The initial three month period for the co-location pilot scheme has been extended for a further three months. There has already been a reduction in work queues to responsive repairs as CSOs are able to access specialist advice and service updates while the customer is still on the phone. • A plan is in place to train CSOs in booking damp inspections, which are currently the biggest single reason for a CSO contacting responsive repairs. The customer will get the correct appointment (either a repair or an inspection) at first point of contact and there will be less follow up work for responsive repairs. • Work is underway with Mears looking at the high number of repairs booked with incorrect SOR codes and how this can be improved through a mixture of better diagnostics by CSO (see below) and correct codes accessible in Orchard. • Officers from Customer Services and Officers from Responsive Repairs are meeting regularly to improve the repairs guidance in the workbook. Move from team/ council focused to customer/diagnostic focused.

Desired Outcome

That Customer Service Officers and customers are kept regularly informed of progress in dealing with service requests and are notified immediately of any significant changes that may impact on initial service expectations.

Recommendation 2

That the Director of Communities and Environment leads on undertaking a review of existing customer service processes and procedures, including the use of the Contact Centre workbook scripts, to identify potential improvements that will better align service processes with communication links to Customer Service Officers and also directly with the customer.

It is expected that the key targeted service areas be prioritised as part of this review and that particular focus is also given to maximising the use of modern communication technologies when communicating with customers.

Accept the recommendation

- We are working closely with the project team for the new customer portal to ensure that customers and CSOs will have access to timely updates and progress. When reviewing procedures greater consideration is now given to customer communication and ensuring that this is captured within scripts.
- Work is underway to find a replacement platform for the workbook which will feature time sensitive and temporary updates alongside permanent guidance.
- A list of areas that are scheduled for planned works are now available online for customers and CSOs.

Desired Outcome

These mechanisms are put in place to ensure that customers receive timely notifications of any service assessment appointments and planned works.

Recommendation 3

That the Director of Communities and Environment leads on undertaking a review of the Council's automated systems of sending notification letters and also seeks to maximise the use of modern communication technologies, including text alerts or emails, to speed up notifications to customers in relation to any assessment appointments and planned works.

Accept the recommendation

- It was acknowledged during the enquiry workshops that repair confirmation letters for emergency repairs are particularly unhelp to customers as they arrived after the repair is completed. This function has now been turned off in the repairs ordering system.
- Right to Repair legislation requires confirmation letters for repair appointments to be sent out and therefore the function will not be turned off for non-emergency repairs. However, through the project to replace the current repairs ordering system, the use of more innovative notifications (text and email) is being developed.

Desired Outcome

That appropriate resources are put in place to undertake the task of effectively simplifying benefit notification letters to customers.

Recommendation 4

That the Director of Communities and Environment leads on looking at the feasibility of establishing a task force with the appropriate software and legal expertise to focus on finding an effective means of simplifying existing benefit notification letters that will not be open to legal challenge.

Accept the recommendation

A clear objective was set to review all key customer letters and notifications and make appropriate changes to simplify the wording, in order to reduce avoidable and repeat contact. This work is progressing well. A target has been set to reduce avoidable contact where we can, by April. A major piece of work been undertaken to overhaul Benefit notifications. Examples of the changes that have been made are as follows:

- 37 paragraphs have been amended, fixing either faults or to make the notification simpler for the customer and less confusing.
- All letters now only (and rightly) request that customers tell us about their income changes when the claim is still “live and in payment”.
- Appeal rights on all letters are now consistent for each tenure type.
- An “age related” program review has been carried out and this has resulted in a reduction of 8,000 notifications being issued per year. Most of these were issued where there was no change to entitlement and legislation did not force us to notify the customer. These letters have also being reviewed to make them more understandable for the customer.
- Extensive work has been completed on the landlord letters. Information on overpayments is much clearer and explains why recovery is being made from them. The landlord notifications now promote a link to the council’s website, enabling landlords to access additional information held for their tenants.
- In addition to the above, a number of changes have been made to the Council Tax Bills to help reduce avoidable contact (e.g. nil balance bills), help explain how their bill is calculated and signpost charge-payers to additional information.

Further work is intended to actually summarise the benefit notification but this is subject to a much wider piece of work around customer self-service. Whilst provisional work is underway, realistic progress is not likely to be made until the second half of this financial year. As this will

require extensive testing, go live of such may not actually be until 2018/19.

Good practical examples of changes made include:

- Previously notification letters were sent out to customers informing them that there was no change to the amounts payable. This caused confusion amongst customers and caused unnecessary telephone contact. These “no change notifications are no longer sent out, which will have a big impact on reducing avoidable contact.
- The wording in letters to customers regarding Council tax support and housing benefit has been improved so that they are much clearer. For example:
 1. Council tax support and housing benefit statements were often confused by customers as a bill they needed to pay the wording has been changed to state “This is not a bill, this is a statement, and you have nothing to pay”.
 2. Letters regarding changes to benefit calculations and customers entitlements which is changing in accordance with bedroom requirement policies. For example the amount of benefit payable when children reach five and ten changes, these letters are now much clearer, giving customers a good understanding of why their benefit amount have been altered.
 3. The wording in letters regarding the “single room exemption” and effect on customers has also been simplified.

Desired Outcome

That the Council's Interactive Voice Response telephony system continues to be development and remains fit for purpose?

Recommendation 5

That the Director of Communities and Environment undertakes a review of the Council's current Interactive Voice Response telephony system to identify possible improvements, including the feasibility of introducing a voice telephone input option as part of the system.

Accept the recommendation:

The current IVR menu has been amended to ensure that we direct customer calls quickly and easily to the appropriate officer within the contact centre.

Changes:

- The Leeds Housing Options(LHO) IVR menu has been merged with the main Housing Leeds menu to ensure that all housing contact is delivered via one IVR process and enables all call types to be captured and directed quickly and concisely.
- The Housing Leeds menu now includes divert out to LHO, Benefits and Choice Based Lettings options preventing unnecessary transfer for customers and ensuing these are dealt with by the dedicated trained staff where needed
- The new LHO menu ensures emergency cases are informed of correct concise steps to follow, now promotes additional contact methods of drop in sessions and advises of timescales for cases
- The Choice Based Lettings menu option links direct to information capture for housing forms. This releases CSO time on the phone lines as these form requests can be completed out of hours
- The wording has been updated on all areas of the menu with clear advice and information for a better customer experience
- There is also appropriate signposting to the website for further information where appropriate

	<ul style="list-style-type: none"> • Unnecessary information has been removed and transferred to the web with qualifying audio links • Further work has been planned in to review the contractor information that is provided as part of the IVR menu. • The option to provide a voice-activated system to direct customers to the appropriate menu options and person to speak to is been explored. The facility is available, but we are assessing the costs and associated benefits with installing such a feature. • There is a greater customer focus with less recorded information and options are based on identifiers that customers will understand (postcode), rather than what is meaningful to council (contractor).
<p>Desired Outcome That the Council progresses to implement an electronic application form for Council Tax Support, Housing Benefit and Free School Meals that will enable more claims to be dealt with at the first point of contact.</p> <p>Recommendation 6 That the Director of Communities and Environment progresses to withdraw paper benefit claim forms once an electronic form is in place and an effective customer service support network is also in place to ensure that customers have access to appropriate support with their online claim applications which leads to more claims being dealt with at the first point of contact.</p>	<p>Accept the recommendation</p> <ul style="list-style-type: none"> • Work is underway to implement an electronic application form for Council Tax Support, Housing Benefit and Free School Meals. • A project board has been set up to create a Digital Centre of Excellence for Council Tax and Benefits. The first three priorities being looked at are: e Claim for benefits, landlords online and Council Tax discounts and exemptions product. • “Benefits e-claim” software has been procured and the Council’s preferred provider is expected to commence work from 10th July 2017. It is planned that the software be deployed into “live” by the end of September 2017.

Desired Outcome

That all landlords are effectively using the Landlord Portal to access relevant information.

Recommendation 7

That the Director of Communities and Environment progresses to adopting a mandatory self-serve approach for all landlords to access relevant information through the Landlords Portal and not via the Contact Centre.

Accept the recommendation

- Within the next two to three months, the telephone support line that assists landlords on direct payment with queries regarding housing benefit of their tenants will only give advice to landlords on how to access the information they need online. Advice calls regarding tenants' payments and benefits will no longer be provided over the phone. Improvements in promoting the landlord portal are being made to facilitate this channel shift so landlords are aware of the information they can access online.

- **Landlord Portal:**

The landlord portal has been in use for a number of years, a number of landlords already subscribe to this. The aim is to promote the portal, by means of changes to the webpages and creating a user guide to assist landlords in registering and using the portal.

- In order to ensure a smooth channel shift of enquiries an effective marketing plan is in place to enable effective communication to all landlords so they are fully briefed and adequately prepared for this change. An overview of the portal functionality has been provided for telephone customer service officers and further overviews are planned for front-facing customer service officers. This will ensure that it is suitably promoted at the point a landlord contacts the Council. A user guide has been drafted and web content has been redesigned (but not yet put to "live"). The process for a landlord registering for the portal has been improved to allow speedier access. The email auto response system which sign posts landlords online will remain in place.
- **IVR:** An IVR message which will be on the landlord line which will divert landlords to go online for their queries is being developed. This will make it clear that the phone line is only for online support and not for general advice on tenant's information. The IVR will include sign posting information for non-online enquires e.g. where landlords can access support via the LCC website for further information. A briefing will be provided to all CSO's who currently deal with landlord enquiries so that they are fully aware of the channel shift etc.

	<ul style="list-style-type: none"> • Improvements to correspondence to landlords (letters and notifications regarding council tax and benefits) : Some improvements have been made to the notifications sent to landlords to simplify the processes and information they receive. Examples of these improvements are as follows; • Landlord adjustment notification: Landlord notification has been amended so that the reason for the adjustment/ cancellation is at the top of the letter, and all duplication for the reason for the overpayment or underpayment has been removed. • Landlord Cessation notification: Landlord cessation notification previously only displayed overpayments which were made recoverable from the landlord. However, where the landlord has been overpaid they will now be notified of this and advised who we will be seeking recovery from e.g. landlord or tenant. • Landlord cessation letter: Has now been amended to say the claim has been cancelled rather than stopped.
<p>Desired Outcome That Customer Service Officers are empowered to use their discretion and seek additional advice when dealing with potentially complex cases.</p> <p>Recommendation 8 That the Director of Communities and Environment takes the lead in undertaking a review of existing Contact Centre procedures to provide a greater degree of flexibility in the approaches taken by Customer Service Officers so that they feel empowered to use their discretion and seek additional advice when dealing with potentially complex cases.</p>	<p>Accept the recommendation</p> <ul style="list-style-type: none"> • Work is underway with service managers in both housing and council tax & benefits to identify escalated calls / complaints which are generated through the inability of a CSO to carry out a particular task. We are challenging those areas where we feel more discretion should be given to CSOs, and we have escalation procedures for dealing with complex cases. The Head of Customer Contact meets with other heads of service and chief officers on a regular basis to address issues and immediate problems can generally be dealt with through a phone call. • Examples where we have empowered Housing CSOs: <ul style="list-style-type: none"> ○ Increasing rent arrears that CSOs can deal with from £200 to £400

	<ul style="list-style-type: none"> ○ All CSOs to book their own damp inspections (in progress) ○ CSOs to take upfront payment for rechargeable lock repairs (in progress)
<p>Desired Outcome That an appropriate options appraisal is undertaken regarding the introduction of a dedicated route of communication for Elected Members to escalate complex cases that have come to their attention.</p> <p>Recommendation 9 That the Director of Communities and Environment leads on undertaking an options appraisal based around the suggestion of introducing a dedicated route of communication for Elected Members to escalate particular complex cases that have come to their attention. Once completed, this is to be shared with Scrutiny for further consideration.</p>	<p>Accept the recommendation.</p> <ul style="list-style-type: none"> ● There is currently a dedicated route of communication for elected members who wish to escalate any complex housing cases: Housing.leeds.mp.and.members.enquiries@leeds.gov.uk ● Related process flows for Housing Leeds to deal with enquiries to this inbox were agreed with Cllr Coupar approximately 18 months ago and shared with members along with full contact list of Housing Managers. This list has since been updated and recirculated. ● We await further recommendation if options appraisal is still required.
<p>Desired Outcome That appropriate investment is made into robust customer service data collection and analysis to inform longer term strategic planning.</p> <p>Recommendation 10 That the Director of Communities and Environment works with the Director of Resources and Housing to explore opportunities for further investment into robust customer service data collection and analysis to assist with longer term strategic planning.</p>	<p>Accept the recommendation.</p> <ul style="list-style-type: none"> ● Investment into this will be developed and done so by gaining feedback from customers via the “Voice of the Customer work”. This work will be commenced once the work is complete on providing a replacement system to prepare for the decommissioning of Seibel.

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Report author: Angela Brogden
Tel: 3788661

Report of Head of Governance and Scrutiny Support

Report to Scrutiny Board (Environment, Housing and Communities)

Date: 24th July 2017

Subject: Work Schedule

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

Summary of main issues

1. The Board's work schedule is attached as appendix 1. This will be subject to change throughout the municipal year.
2. Also attached at appendix 2 are the minutes of the Executive Board meeting held on 21st June 2017.

Recommendation

3. Members are asked to consider the work schedule and make amendments as appropriate.

Background documents¹

4. None used

¹ The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.

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Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year Appendix 1

Area of review	Schedule of meetings/visits during 2017/18		
	June	July	August
Air Quality in Leeds		Air Quality in Leeds - Consultation Preparations SB 24/07/17 @ 10.30 am	
Horticultural Maintenance in Cemeteries			Review of existing challenges WG - TBC
Briefings	Scrutiny Board Terms of Reference and Sources of Work SB 26/06/17 @ 1 pm		
Recommendation Tracking		Reducing repeat customer contacts through tackling failure demand – formal response SB 24/07/17 @ 10.30 am	
Budget & Policy Framework/pre-decision Scrutiny		Revised Safer Leeds Plan 2017/18 SB 24/07/17 @ 10.30 am	Roll out of Community Hubs – Phase 3 WG - TBC
Performance Monitoring		Performance Update SB 24/07/17 @ 10.30 am	

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Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year

Areas of review	Schedule of meetings/visits during 2017/18		
	September	October	November
Air Quality in Leeds			Consultation analysis and inviting the views of Scrutiny. WG – TBC
Horticultural Maintenance in Cemeteries	Summary note of Scrutiny WG meeting. SB 11/09/17 @ 10.30 am		
Raising Standards in the Private Rented Sector	Informing the development of a Selective Licensing approach and maximising the Rouge Landlord Unit. WG - TBC		
Review of Housing Advisory Panels			
Locality Working Review			
Achieving Leeds Parks Quality Standard		Overview of key challenges and potential scope for further Scrutiny. SB 09/10/17 @ 10.30 am	
Briefings			Update on the delivery of the Multi-Storey Strategy SB 06/11/17 @ 10.30 am
Recommendation Tracking	Migration in Leeds SB 11/09/17 @ 10.30 am Development of Community Hubs SB 11/09/17 @ 10.30 am	Universal Credit SB 09/10/17 @ 10.30 am Development of Community Committees SB 09/10/17 @ 10.30 am	Reducing repeat customer contacts through tackling failure demand. SB 06/11/17 @ 10.30 am
Budget & Policy Framework/pre-decision Scrutiny	Roll out Community Hubs – Phase 3 Summary note of Scrutiny WG and general update. SB 11/09/17 @ 10.30 am Future Provision of CCTV – update position SB 11/09/17 @ 10.30 am		

Key: SB – Scrutiny Board (Environment, Housing and Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year

Area of review	Schedule of meetings/visits during 2017/18		
	December	January	February
Air Quality in Leeds			
Raising Standards in the Private Rented Sector			
Review of Housing Advisory Panels			
Increasing Recycling in Leeds			
Locality Working Review			
Achieving Leeds Parks Quality Standard			
Briefings	Refuse collection re-routing update SB 04/12/17 @ 10.30 am		
Recommendation Tracking			
Budget & Policy Framework/pre-decision Scrutiny		Financial Health Monitoring SB 15/01/18 @ 10.30 am 2018/19 Initial Budget Proposals SB 15/01/18 @ 10.30 am	
Performance Monitoring		Performance Update SB 15/01/18 @ 10.30 am	

Key: SB – Scrutiny Board (Environment, Housing and Communities) Meeting

WG – Working Group Meeting

Scrutiny Board (Environment, Housing and Communities) Work Schedule for 2017/2018 Municipal Year

Area of review	Schedule of meetings/visits during 2017/18	
	March	April (TBC)
Raising Standards in the Private Rented Sector		
Review of Housing Advisory Panels		
Locality Working Review		
Briefings		
Recommendation Tracking		
Budget & Policy Framework/pre-decision Scrutiny		
Performance Monitoring		

Public Document Pack

EXECUTIVE BOARD

WEDNESDAY, 21ST JUNE, 2017

PRESENT: Councillor J Blake in the Chair

Councillors S Golton, R Charlwood,
D Coupar, R Lewis, J Lewis, L Mulherin,
M Rafique, L Yeadon and B Anderson

Apologies Councillor

1 **Substitute Member**

Under the provisions of Executive and Decision Making Procedure Rule 3.1.6, Councillor B Anderson was invited to attend the meeting on behalf of Councillor A Carter, who had submitted his apologies for absence from the meeting.

2 **Exempt Information - Possible Exclusion of the Press and Public**

RESOLVED – That, in accordance with Regulation 4 of The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012, the public be excluded from the meeting during consideration of the following parts of the agenda designated as exempt on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present there would be disclosure to them of exempt information so designated as follows:-

- (a) Appendix 6 to the report entitled, 'East Leeds Orbital Road: Land Assembly and Financing', referred to in Minute No. 19 is designated as exempt from publication in accordance with paragraph 10.4(3) of Schedule 12A(3) of the Local Government Act 1972 on the grounds that it contains information relating to the financial or business affairs of particular people, and of the Council. It is therefore considered that the release of such information would, or would be likely to prejudice the Council's commercial interests in relation to potential transactions.

3 **Declaration of Disclosable Pecuniary Interests**

There were no declarations of Disclosable Pecuniary Interests made at the meeting.

4 **Minutes**

RESOLVED – That the minutes of the previous meeting held on 19th April 2017 be approved as a correct record.

5 **Chair's Opening Comments**

The Chair welcomed all in attendance to the meeting and reflected upon the number of significant events which had occurred since the previous Board meeting on 19th April 2017, including the General Election.

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Specifically however, the Chair made reference to the atrocities which had occurred in London and Manchester in recent weeks, and also to the fire which had recently occurred at Grenfell Tower, London. On behalf of the Board, the Chair extended the Council's sympathies to all of those who had lost their lives and to all of those who had been affected by those terrible events.

With regard to the fire at Grenfell Tower, the Chair invited the Director of Resources and Housing to provide an update and also reassurance, as to the actions which the Council was taking in light of the Grenfell Tower fire.

The Board noted that checks had been undertaken on the cladding systems used in Leeds, with reassurance being provided that none of the systems used had been comparable to those at Grenfell Tower. It was also noted that as a precautionary measure, further testing would take place on the materials used in the city's high rise buildings. Reassurance was also provided on the 'compartmentation' system used in Leeds which had been established in order to contain fires within high rise buildings. Members also received an update on the installation of sprinkler systems which had occurred in a number of blocks in the city to date, and it was noted that this programme had prioritised those blocks which had been reserved for older residents. In light of the Grenfell Tower fire, emphasis was also placed upon the wish to continue to promote the importance of sprinkler systems in high rise buildings as a key fire safety measure on a national level.

Finally, the importance of the communication and engagement work with tenants was highlighted, and that this programme of engagement would continue.

Members welcomed the update and the reassurance provided, thanked the Executive Member for Communities for the lead which she had taken on such issues, and requested that Members be kept informed of developments in this area, as and when they occurred.

ENVIRONMENT AND SUSTAINABILITY

6 Waste Depot Development

The Director of Communities and Environment submitted a report outlining the current depot provision across the Council and the current operational and financial risks associated with this. The report also outlined the work that had been undertaken to develop options in order to mitigate such risks, including the costs, issues and benefits associated with these options, and which sought approval for capital funding in order to deliver a new depot for the use of Waste Management and other Council services.

In response to a Members' enquiries, the Board received assurances on the proposed development, specifically in respect of the service's efficiency levels and its impact upon carbon output levels. In addition, with regard to the issue

of continuity of service, it was acknowledged that a robust continuity plan would be established as part of this development.

Responding to an enquiry, assurances were provided in terms of keeping Elected Members informed of developments as they occurred in this area.

RESOLVED –

- (a) That the contents of the submitted report, be noted;
- (b) That the injection of £4.01m of unsupported borrowing into the capital programme, in order to fund the development of a new operational depot on Newmarket Approach, be authorised;
- (c) That authorisation be given to begin the process to tender for the construction of a new operational depot, on the land off Newmarket Approach behind the Refuse and Energy Recovery Facility (RERF), subject to necessary consultation and Planning permission;
- (d) That it be noted that the Chief Officer, Waste Management, will be responsible for the implementation of such matters.

CHILDREN AND FAMILIES

7 Outcome of consultation to change the age range of Hovingham Primary School from 3-11years to 2-11years.

The Director of Children and Families submitted a report regarding the outcome of consultation on a proposal to change the age range of Hovingham Primary School from 3-11 years to 2-11 years, and which sought approval to publish a statutory notice in respect of this proposal.

RESOLVED –

- (a) That the publication of a Statutory Notice to lower the age limit of Hovingham Primary School from 3 to 2, changing the school's age range from 3-11 years to 2-11 years, be approved, which would enable the school to deliver free early education entitlement for eligible 2 year olds;
- (b) That it be noted that the responsible officer for the implementation of such matters is the Head of Learning Systems.

8 Learning Places Programme - Capital Programme Update

Further to Minute No. 127, 14th December 2016, the Director of Children and Families, the Director of Resources and Housing and the Director of City Development submitted a joint report presenting an update on the 3 year strategy for providing sufficient school places in the city, on the progress of the projects currently forming part of the Learning Places Programme, outlining the revised programme of governance arrangements and which sought relevant approvals in order to progress the programme.

The Board acknowledged the complexities of the challenges being tackled by the Programme, and in response to an enquiry, Members highlighted the

need for the Council to continue to work in a cohesive cross-party manner in order to effectively address such challenges.

Also, the Board received further information on the actions which were being taken with the aim of ensuring that the planning process in this area operated as smoothly as possible, and discussed the process by which proposals were brought forward as part of the Learning Places Programme.

Members also considered the Community Infrastructure Levy (CIL), and how such monies could potentially be utilised to help address those issues being tackled by the Learning Places Programme, and it was noted that a report regarding CIL was scheduled to be submitted to the July meeting of the Board.

In conclusion, it was undertaken that should any specific Board Members require it, a briefing on such matters could be provided to them.

RESOLVED –

- (a) That the ‘authority to spend’ on the Learning Places Programme for the three schemes, as detailed in the submitted report, at a total value of £19.3m, be approved;
- (b) That approval be given for the balance of the programme capital risk fund to be reset from £6.13m to £10.771m, in order to facilitate effective risk management at programme level, with approval also being given on the ‘authority to spend’ on the increase of £4.641m;
- (c) That approval be given to the revision of the programme governance arrangements, which are proposed to maintain an appropriate level of check and challenge, which include:-
 - the delegation of the approval of design and cost reports for the schemes which form part of the programme, approved by Executive Board, to the Director of Children & Families, and that these approvals shall be subject to the agreement of the Director of City Development and the Director of Resources & Housing, in consultation with the appropriate Executive Member, and that these reports will be open to scrutiny by Members; and
 - the delegation of the management and use of the basic need risk capital fund to the Director of Children & Families, and that these decisions shall be subject to the agreement of the Director of City Development and the Director of Resources & Housing, in consultation with the appropriate Executive Member, and that decisions on these matters will be open to scrutiny by Members.
- (d) That the following be noted:-

- (i) The good progress made on this challenging programme of work, which is currently valued at £128.651m.
- (ii) That the following benefits have been delivered from the Projects commissioned via the programme from 2014 onwards. These have been called off through either the YORbuild arrangements and/or in conjunction with the Leeds Local Education Partnership (LLEP). The programme has in total supported **72 new and existing apprentices and 102 people into employment**. These figures relate to employees of both main contractors and their supply chains. These schemes have also **recycled or reused 99% of the waste generated** during the construction process with **only 1% going to landfill**.
- (iii) The projected funding deficit which currently stands at £71.20m based on Education Funding Agency rates, and that with this in mind, Executive Board support be given to the arrangement of a meeting between the Executive Member for Children's & Families and the Education Funding Agency.
- (iv) That in the current reporting period there has been one request to access the programme capital risk fund for Bramley Primary School totalling £0.57m, which was approved in accordance with the Executive Board governance arrangements.
- (v) That any savings made on applications on the programme capital risk fund are returned to the risk fund in order to support continued management of programme risks.

COMMUNITIES

9 Illegal Money Lending Team Progress Report

Further to Minute No. 23, 15th July 2015, the Director of Communities and Environment submitted a report which provided an update on the activities of the national Illegal Money Lending Team (IMLT) within Leeds, together with an updated action plan.

Members welcomed the submitted report, paid tribute to the vital work being undertaken in this area, and highlighted the need to ensure that such good work was communicated as effectively as possible.

RESOLVED – That the contents of the submitted report together with the Illegal Money Lending Team Action Plan, as set out within Appendix 1, be noted, and that the Director of Communities and Environment be requested to monitor the progress of the Illegal Money Lending Team against the plan, and prepare a further report in 12 months' time on the activities of the IMLT within Leeds.

ECONOMY AND CULTURE

10 Graduate retention and mobility and its impact on the Leeds economy

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The Director of City Development submitted a report which presented the main findings from recent and current research in respect of graduate mobility to and from Leeds, and which outlined Leeds' response as a city.

Responding to a Members' enquiries, the Board received further detail on the actions being taken to engage with graduates in order to identify and understand the issues that were important to them in making a city an attractive place to live and work.

RESOLVED –

- (a) That the need for more graduates in Leeds to cope with an increasing demand for skilled jobs in the city, be noted;
- (b) That the Chief Officer (Economy and Regeneration) be authorised to roll out a programme of initiatives, as outlined in section 3.18 of the submitted report, in order to attract more graduates to the city and to increase retention of graduates from the city's Universities.

EMPLOYMENT, SKILLS AND OPPORTUNITY

11 Delivering Social Value through Employment and Skills Obligations

The Director of City Development submitted a report which provided a summary of the employment and skills obligations which had been delivered through the Council's procurement and planning activity from September 2012 to March 2017. The report also highlighted the learning which had taken place from the implementation of the employment and skills obligations and the review work which had been undertaken by the 'More Jobs, Better Jobs' Partnership. Additionally, the report recommended a revised approach towards the targeting of opportunities for priority groups.

Members welcomed the contents of the submitted report, specifically the proposal to revise the existing approach in order to target priority groups. Responding to an enquiry, the Board received further information on how associated data was collected and monitored, with it also being highlighted that a key aspect of the new approach was to make it as streamlined as possible for participating businesses.

RESOLVED –

- (a) That the success of the approach achieved to date in delivering social value via the application of employment and skills planning obligations and through contracts, be noted;
- (b) That the proposed revised approach towards targeting the priority groups, as set out within paragraph 3.6.2 of the submitted report be agreed, which will aim to ensure that this approach continues to deliver Council policy objectives for inclusive growth;
- (c) That it be noted that the officer responsible for the further development of the revised approach and its implementation is the Head of Employment Access and Growth.

RESOURCES AND STRATEGY

12 Treasury Management Outturn Report 2016/17

The Chief Officer (Financial Services) submitted a report which provided a final update on Treasury Management Strategy and operations for 2016/17.

RESOLVED – That the Treasury Management outturn position for 2016/17 be noted, together with the fact that treasury activity has remained within the treasury management strategy and policy framework.

13 Financial Performance - Outturn Financial year ended 31st March 2017

The Chief Officer (Financial Services) submitted a report presenting the Council's financial outturn position for 2016/17 for both revenue and capital, and which also included details in respect of the Housing Revenue Account and spending on schools. The report also highlighted the position regarding other key financial health indicators including Council Tax and Business Rates collection statistics, sundry income, reserves and the prompt payment of creditors.

Members discussed the Council's final outturn position at the close of the 2016/17 financial year, considered the individual outturn position of several directorates, and discussed the proposed use of surpluses, as detailed within the submitted report.

RESOLVED –

- (a) That the outturn position for 2016/17 be noted, and that approval be given to the creation of earmarked reserves, as detailed in paragraphs 3.5 and 5.5 of the submitted report, and that authority to release such reserves be delegated to the Chief Officer (Financial Services).
- (b) That it be noted that the Chief Officer (Financial Services) will be responsible for the implementation of such actions, following the conclusion of the 'call in' period.

14 Financial Health Monitoring 2017/18 - Month 2 (May 2017)

The Chief Officer (Financial Services) submitted a report presenting the Council's projected financial health position for 2017/18, as at month 2. The report reviewed the position of the budget and highlighted any potential key risks and variations after the first two months of the financial year.

The Board highlighted the importance of the transparent approach which was being taken towards the presentation of budgetary information, and discussed how the presentation of such information could help to identify where specific budgetary pressures existed.

RESOLVED –

- (a) That the projected financial position of the authority, as detailed within the submitted report, be noted;

- (b) That the injection of £14.702m of additional Better Care funding into the Adults and Health 2017/18 revenue budget, be approved, with the proposals in respect of the use of the grant being submitted to a forthcoming Leeds Health and Wellbeing Board, and subsequently reported to a future Executive Board. With it also being noted that the Director of Adults and Health has the responsibility for the implementation of the decision;
- (c) That the injection of £1.636m of Flexible Homelessness Grant into the Resources and Housing 2017/18 revenue budget, be approved, with it being noted that the Director of Resources and Housing is responsible for implementing decisions as to the use of the grant.

15 Implementation of business rates relief measures announced at Spring Budget 2017, including the design of a local discount scheme

The Chief Officer (Financial Services) submitted a report which sought approval to implement the proposed locally administered West Yorkshire discretionary discount scheme, which had been designed in liaison with the other West Yorkshire authorities. In addition, the report also sought approval to implement two national rate relief schemes, which had been introduced by Government.

RESOLVED –

- (a) That the proposed locally administered West Yorkshire business rate discount scheme, which is intended to provide targeted support to businesses affected by the 2017 business rates revaluation, be approved;
- (b) That approval be given to the use of any remaining government funds in order to support large businesses, to be considered on a case by case basis;
- (c) That formal approval be given to the implementation of the two national business rate relief schemes, as announced by Government, namely: support for small businesses losing Small Business Rate Relief and a £1,000 business rate discount for public houses with a rateable value of up to £100,000;
- (d) That following approval of the local and national schemes (as detailed in the resolutions above), the intention to implement the three schemes at the earliest opportunity be noted, together with the fact that reliefs awarded will be backdated to 1st April 2017;
- (e) That it be noted that implementation of the local and national schemes will be undertaken by the Business Rates Manager.

16 Leeds Cycling Starts Here (CSH) Strategy

The Director of City Development submitted a report which provided an update on the progress made with regard to the promotion of cycling in the

city, and which presented for the Board's endorsement the Leeds 'Cycling Starts Here' Strategy.

In acknowledging the progress which had been made in recent years in Leeds with regard to cycling, Members discussed the role of the proposed strategy and how it would be used as a starting point to make further progress in this area. The Board acknowledged the multifaceted nature of cycling and how this would need to be reflected by the strategy, and discussed the role to be played by Scrutiny in the Strategy's development.

RESOLVED –

- (a) That the contribution of partners and stakeholders towards the production of the Leeds 'Cycling Starts Here' Strategy, be noted;
- (b) That the findings of the consultation process, as detailed within the submitted report, be noted;
- (c) That the Leeds 'Cycling Starts Here' Strategy be endorsed;
- (d) That the progress made on the Strategy and related matters be reported to Scrutiny Board annually;
- (e) That future updates on the 'Cycling Starts Here' Strategy be presented to Executive Board, as necessary;
- (f) That it be noted that the Chief Officers for Highways & Transportation and Culture & Sport will be responsible for the implementation of such matters.

REGENERATION, TRANSPORT AND PLANNING

17 Leeds Public Transport Investment Programme

The Director of City Development submitted a report which sought 'authority to spend' a total of up to £15.31m from the £173.5m funding which the Department for Transport had agreed in April 2017 for the Leeds Public Transport Investment Programme. Additionally, the report detailed the next steps for the delivery of the Programme.

Responding to a Member's enquiry, the Board received further information regarding when the proposed programme of works would need to be delivered by, together with further detail on the proposed new rail stations, and the current position with regard to Network Rail funding. The Board also noted that discussions were ongoing with bus companies, with Members highlighting the need for all residents of Leeds to benefit from improvements to bus transport, and not just those users of specific bus companies.

Responding to Members' comments regarding investment in different modes of transport, it was highlighted that the public transport network needed to become as seamless as possible, in order to ensure that the public benefit was maximised from the investment being made.

The Board discussed the cross-party working group, noted the comments made during the discussion, and reaffirmed the importance of cross-party working in this area.

Regarding the Council debate on public transport which had been scheduled for 17th May 2017, but had been subsequently cancelled following the Prime Minister's announcement to hold a General Election, it was highlighted that a comprehensive discussion on such matters was still a priority, and that further work and discussion on the scheduling of this would be undertaken.

RESOLVED –

- (a) That the Government approval of £173.5m funding towards public transport improvements in Leeds, together with the content of the related correspondence, as detailed at Appendix 1 to the submitted report, be noted;
- (b) That approval be given to inject the Department for Transport grant of up to £173.5m towards public transport improvements in Leeds, as set out within the contents of the approval letter (as appended to the submitted report), subject to the finalisation of a grant agreement with West Yorkshire Combined Authority (WYCA) in accordance with their assurance framework and those elements of the programme to be delivered directly by WYCA;
- (c) That expenditure of up to £15.31m from the £173.5m Government funding be approved in order to progress the Leeds Public Transport Improvement Programme, subject to finalising those elements to be directly delivered by WYCA;
- (d) That it be noted that officers will return to Executive Board in due course in order to seek approval to carry out detail design and construction on schemes as they are developed;
- (e) That negotiations with bus operators, developers and partners continue in order to leverage significant additional financial investments to support the Leeds Public Transport Investment Programme;
- (f) That the necessary authority be provided in order to enter into a Grant Agreement with the West Yorkshire Combined Authority for the expenditure of monies;
- (g) That it be noted that the Chief Officer (Highways and Transportation) is responsible for the delivery of the programme.

18 Design and Cost Report - Claypit Lane/ Woodhouse Lane Junction and Public Realm Improvements

The Director of City Development submitted a report which sought approval to carry out a major junction improvement at the Claypit Lane/Woodhouse Lane

junction, and sought approval for the necessary 'Authority to Spend', in order to facilitate such improvements.

RESOLVED –

- (a) That 'authority to spend' £2.526m from existing Capital Scheme Nos. 32214 and 16256 for the proposed highway and public realm improvement works at the junction of Clay Pit Lane and Woodhouse Lane, as detailed within the submitted report, be approved;
- (b) That the actions required to implement the decision, together with the proposed timescale to progress the project, as detailed in paragraph 3.1 and 3.2 of the submitted report, be noted;
- (c) That it be noted that the Chief Officer (Highways and Transportation) will be responsible for the implementation of such matters.

19 East Leeds Orbital Road - Land Assembly and Financing

Further to Minute No. 149, 8th February 2017, the Director of City Development submitted a report which sought approval for the Council to make a Compulsory Purchase Order and related Side Roads Order in order to assemble the land necessary for the construction and adoption of the East Leeds Orbital Road (ELOR). The report also sought agreement to a financing package for the ELOR scheme, and presented an update on the work undertaken on this project to date.

In considering the report, further to the Wards highlighted within the submitted report, it was highlighted that Alwoodley Ward would also be affected by the initiative, specifically the advanced junctions work.

Responding to a Member's enquiry, it was confirmed that although there was no provision for a bus lane on the East Leeds Orbital Road itself, there were a number of public transport improvements proposed to be undertaken as part of the overall East Leeds Extension programme.

Following consideration of Appendix 6 to the submitted report designated as exempt from publication under the provisions of Access to information Procedure Rule 10.4(3), which was considered in private at the conclusion of the meeting, it was

RESOLVED –

- (a) That the Director of City Development be authorised to make the Leeds City Council (East Leeds Orbital Road) Compulsory Purchase Order 2017 ("the CPO") under sections 239, 240, 246, 249, 250 and 260 of the Highways Act 1980, the Acquisition of Land Act 1981 and all other enabling powers, as per the details set out in paragraphs 3.5 – 3.8 of the submitted report, and the plan at Appendix 3 (subject to any final amendments the Director of City Development considers necessary);
- (b) That the Director of City Development be authorised to make the Leeds City Council (A6120 (East Leeds Orbital Road Classified Road) Side

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Roads and Other Works) Order 2017 ("the SRO") under sections 14 and 125 of the Highways Act 1980 and all other enabling powers, as per the details set out in paragraphs 3.5 – 3.8 of the submitted report and the plan at Appendix 4, (subject to any final amendments the Director of City Development considers necessary);

- (c) That the Director of City Development be authorised to take all necessary steps to proceed with, and secure confirmation of the CPO and SRO, including the service of all requisite notices on affected parties in connection with the making, confirmation and implementation of the CPO and SRO and making of agreements and undertakings with landowners and other affected parties necessary in order to secure removal of any objections made to the CPO and SRO (where such agreements and undertakings are appropriate), and subject to the confirmation of the CPO, the making of one or more general vesting declarations under the Compulsory Purchase (Vesting Declarations) Act 1981 or the service of Notice to Treat and Notice of Entry under the Compulsory Purchase Act 1965, and if necessary presenting the Council's case at any public inquiry or other proceedings;
- (d) That approval be given to the provisional financing package for the East Leeds Orbital Road, as set out within section 4.4 of the submitted report, and as detailed within exempt Appendix 6, and that approval be delegated to the Director of City Development: to enter into a funding agreement with the West Yorkshire Combined Authority for an initial grant from the West Yorkshire Transport Fund of £11.81m and to draw down the full amount of an £82.95m grant allocation; and also for the approval of a provisional borrowing requirement of £43.68m;
- (e) That approval be given for the Council to underwrite all land assembly costs and compensation costs arising from the making and implementation of the CPO and SRO in the event that these exceed the available WYTF grant available, and on the basis that such costs will be fully recoverable through roof tax payments, as set out in section 4 of the submitted report;
- (f) That approval be given for the scheme to be injected into the Council's Capital Programme, and subject to confirmation of the WYTF Grant, that 'Authority to Spend' be delegated to the Director of City Development, in consultation with the Chief Officer (Financial Services), to procure and let the construction contract or contracts for the East Leeds Transport Package;
- (g) That in the event that the Council will need to acquire additional land or interests in order to ensure that ELOR is delivered, the Director of City Development, in consultation with the Chief Officer (Financial Services) and Executive Member for Regeneration, Transport and Planning be authorised to inject relevant schemes to the capital programme and be provided with the necessary delegated authority to agree 'authority to

spend' for such schemes, with it also being noted that such additional costs will be recovered through the East Leeds Extension roof tax;

- (h) That approval be given for the estimated cost of land assembly for interests that include land outside the direct route of ELOR (as set out in exempt Appendix 6 to the submitted report), to be injected into the Capital Programme, and that the Director of City Development be authorised to agree appropriate terms and acquire such land or interests in land that may be necessary in order to enable the delivery of the ELOR scheme;
- (i) That it be agreed that the information as contained within Appendix 6 to the submitted report be treated as exempt from publication under the provisions of Access to Information Procedure Rule 10.4(3), and that the recommendations, as detailed within the exempt Appendix 6 (considered in private at the conclusion of the meeting), be approved.

20 City Centre Vehicle Access Management Scheme

The Director of City Development submitted a report which sought authority to progress the detailed design and implementation of an automated vehicle access system to manage and control vehicular access within the pedestrianised core of Leeds city centre, together with an injection of £1,400,000 into the 2017/18 Capital Programme necessary to develop the scheme. In addition, the report also sought authority to progress the more detailed investigation and option appraisal for four measures at four other locations in the city centre where access by vehicles is prohibited or restricted.

RESOLVED –

- (a) That the injection and expenditure of £1,400,000 into the 2017/18 Capital Budget be approved.
- (b) That the detailed design and implementation of an automated vehicle access system to control vehicle access within the central pedestrianised core of Leeds city centre, be authorised.
- (c) That the detailed evaluation of a manually operated access control system at four other key locations within the city centre, as identified in section 3.4.6 of the submitted report, where vehicle access is restricted, be authorised.
- (d) That approval be given for the invitation of tenders, and that subject to the tender sums being within the tendered budget, agreement be given to approve and authorise the award of the Contract to undertake the construction of the scheme;
- (e) That the Director of City Development be instructed to expedite the implementation of all reasonable measures in the most timely manner as possible, and that the necessary authority be delegated to the Director of City Development in order to approve, consult and

implement such measures as should be identified at the four key locations identified in section 3.4.6 of the submitted report;

- (f) That it be noted that the Chief Officer (Highways & Transportation) will be responsible for the implementation of such matters.

21 Approval for the Construction of a Flood Alleviation Scheme at Westfield, Allerton Bywater

The Director of City Development submitted a report regarding the flooding issues which existed within the Westfield area in Allerton Bywater, with the report also seeking approval to implement the Westfield Flood Alleviation Scheme, and to give authority to incur expenditure on the proposed works.

In considering the submitted report, assurances were provided that the proposed scheme would not create negative impact in other areas, either upstream or downstream of this site.

RESOLVED –

- (a) That the implementation of Westfield Flood Alleviation scheme at Westfield , as shown within Appendix A to the submitted report (on drawing FRM/253271/001 rev B), be approved;
- (b) That authority be given to incur expenditure of £472,000 on the Westfield Flood Alleviation scheme, funded by Leeds City Council Capital resources (£177,000) and Environment Agency grant (£295,000);
- (c) That it be noted that the Chief Officer (Highways & Transportation) will be responsible for the delivery of the scheme.

22 Street Lighting Energy Saving Programme

The Director of City Development submitted a report which presented an update on the progress made with regard to street lighting energy saving, which explored options for further energy saving measures, and which sought approval to undertake public consultation on further energy saving measures.

In considering the submitted report, a Board Member highlighted his objection to the Street Lighting Energy Saving Programme, and in acknowledging the comments made, Members discussed the effect of the programme to date and the proposal to undertake public consultation regarding options for further energy saving measures.

With regard to the public consultation exercise which was proposed, it was suggested that a view from West Yorkshire Police and/or Safer Leeds regarding the street lighting energy saving programme could potentially be incorporated into such consultation.

RESOLVED –

- (a) That the progress of the selective part-night street lighting contribution towards energy savings, be noted;

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- (b) That the proposal to undertake public consultation in order to explore options for further energy saving measures, be approved;
- (c) That it be noted that the Chief Officer (Highways and Transportation) will be responsible for the implementation of such matters.

(Under the provisions of Council Procedure Rule 16.5, Councillor Golton required it to be recorded that he abstained from voting on the decisions referred to within this minute)

HEALTH, WELLBEING AND ADULTS

23 Leeds Commitment to Carers

The Director of Adults and Health submitted a report which presented the 'Leeds Commitment to Carers', and which invited Leeds City Council to sign up to the commitment, requesting that each directorate undertook to complete its own commitment and action plan.

Further to the introduction provided by the Executive Member for 'Health, Wellbeing and Adults', Val Hewison, Chief Executive of the 'Carers Leeds' organisation was in attendance and provided the Board with an update and further information on the crucial role played by the many carers throughout the city, the range of support which needed to be provided to carers and the partnership and multi-agency approach which needed to be taken in order to do this.

Members welcomed the information provided, confirmed the Board's support for the Council to sign up to the 'Leeds Commitment to Carers', and requested that a further report be submitted to a future Board meeting which detailed the actions being taken by each directorate in response to the 'Commitment'.

RESOLVED –

- (a) That each directorate of Leeds City Council be requested to consider their contribution towards making Leeds the best city for carers, and for each directorate to complete a 'Leeds Commitment to Carers' action plan.
- (b) That approval be given for Leeds City Council as an organisation to sign up to the 'Leeds Commitment to Carers'.
- (c) That a further report be submitted to a future meeting of the Board which details the actions being taken by each directorate in response to the Council signing up to the 'Leeds Commitment to Carers'.

24 Adult Social Care Use of Resources Peer Challenge September 2016

The Director of Adults and Health submitted a report which presented the results from the recent Local Government Association (LGA) peer challenge of the Adult Social Care directorate's use of resources. In addition, the report outlined the actions being taken in response to the review.

Members welcomed the contents of the submitted report, with specific reference being made to the actions that the directorate was taking in response to the key messages arising from the review.

RESOLVED – That the contents of the submitted report be noted.

DATE OF PUBLICATION: FRIDAY, 23RD JUNE 2017

**LAST DATE FOR CALL IN
OF ELIGIBLE DECISIONS:** 5.00 P.M., FRIDAY, 30TH JUNE 2017